



TOWNSHIP OF MELANCTHON

A G E N D A

Thursday, November 7, 2019 - 5:00 p.m.

1. **Call to Order**
2. **Announcements**
3. **Additions/Deletions/Approval of Agenda**
4. **Declaration of Pecuniary Interest and the General Nature Thereof**
5. **Approval of Draft Minutes - October 17, 2019**
6. **Business Arising from Minutes**
7. **Point of Privilege or Personal Privilege**
8. **Public Question Period** (Please visit our website under Agendas and Minutes for information on Public Question Period)
9. **Public Works**
 1. Accounts
 2. Structure 2013 Replacement (30 Sideroad) - Engineering Scope of Work and Quotation
 3. 2019 Bridge Inspection Report prepared by RJ Burnside and Associates
 4. Public Works Policies, re: Frank Cowan and Company Seminar on October 17, 2019 - Verbal Update
 5. Report from Kaitlin Chessell regarding Recommendation from Special Roads Sub-Committee Meeting held October 15, 2019
 6. Other
10. **Planning**
 1. Applications to Permit
 2. Other
11. **Strategic Plan**
 1. ***Quality of Life*** - 1.2 - Access to trail system
12. **Climate Change Initiatives**
13. **Police Services Board**
 1. Updates from PSB Meeting held on November 6, 2019
 2. Follow-up (if any) from OPP Community Policing Meeting held on November 5, 2019
 3. Other
14. **Committee Reports**
15. **Correspondence**

***Board & Committee Minutes**

1. Shelburne Public Library - September 17, 2019
2. Horning's Mills Community Hall Board - August 15, 2019
3. Mulmur-Melancthon Fire Board - October 15, 2019

*** Items for Information Purposes**

1. Dufferin County E-Newsletter - County in Brief
2. Dufferin County Resolution in support of the Town of Mono regarding the Justice of the Peace shortage in the province
3. Municipality of West Elgin Resolution regarding Provincial Policy Statement
4. R.J. Burnside Drainage Superintendent Services for the period July 1, 2019 to September 30, 2019

5. Township of Springwater Resolution in support of Provincial effort to require its municipal levy only apply to core mandated programs and services
6. Township of Springwater Resolution regarding Nottawasaga Valley Conservation Authority Levy
7. Email from Doug Hevenor, NVCA, reacting to Changes in the Conservation Authorities Act
8. AMO - 2020 Ontario Municipal Partnership Fund Allocations Announced
9. AMO - Voters' List and Regional Governance Review
10. GRCA - Summary of the General Membership Meeting - October 25, 2019
11. AMO - Announcement by the Minister of Municipal Affairs and Housing
12. Letter from Upper Grand District School Board hosting a partnership meeting
13. Environmental Registry notice by the Ministry of Natural Resources and Forestry regarding proposal to amend three statutes and make a new regulation
14. NVCA Board Meeting Highlights October 25, 2019

*** Items for Council Action**

1. Dufferin County Motion regarding Randell Consulting Report - POA Delivery
2. CDRC - 2020 Approved Budget
3. Report from Denise Holmes to Return of Deposit to Manassa and Salinda Martin - Lot 245-246 Concession 3 SW

16. General Business

1. Accounts
2. New/Other Business/Additions
 1. Emergency Management - Exercise Rudy - October 23, 2019 - Verbal update
 2. Remembrance Day Ceremonies at Dundalk and Shelburne - Laying of Wreaths
 3. Southgate Recreation Agreement Renewal - Update from CAO
 5. Update on Bretton Estates (Councillor Thwaites)
 6. Discussion regarding a property with an unfinished structure and steps Dufferin County Building Department is taking on it - West Part of Lot 9, Concession 3 OS (Councillor Thwaites)
 7. Other
3. Unfinished Business
 1. WDGP Letter to Municipalities re: Alcohol Policy

17. Delegations

1. 5:30 p.m. - Arunas Kalinauskas, R. J. Burnside & Associates Ltd - Presentation of the Road Management Plan Township of Melancthon
2. 6:00 p.m. - Public Meeting - Draft Salvage Yard By-law with comments being received from SLM Recycling - Operating as Shelburne Iron & Metal
3. 7:00 p.m. - Public Meeting - Proposed Zoning By-law Amendment - Regulation of Cannabis Production Facilities to Define and Regulate Such Uses

18. Closed Session

1. Approval of Draft Minutes - October 3, 2019
2. Business Arising from Minutes
3. Personal matters about an identifiable individual, including municipal or local board employees - Report from Denise Holmes, CAO - Update on Letters Sent to Property Owners Regarding Compliance with Township's Property Standards By-law
4. Personal matters about an identifiable individual, including municipal or local board employees - Update on By-law Complaints (2) in Horning's Mills (Councillor Thwaites)
5. Rise With or Without Report from Closed Session

19. Third Reading of By-laws (if required)

20. Notice of Motion

21. Confirmation By-law

22. Adjournment and Date of Next Meeting - Thursday, November 21, 2019 - 5:00 P.M.

Denise Holmes

From: Chris Knechtel <Chris.Knechtel@rjburnside.com>
Sent: Wednesday, October 23, 2019 3:56 PM
To: Denise Holmes
Cc: Matt Brooks; Roads; Wendy Atkinson
Subject: Melancthon Structure 2013 Replacement (30th Sideroad) - Engineering Scope of Work and Quotation
Attachments: 191023_Melancthon Structure 2013 Replacement 050839.pdf

Afternoon Denise,

Further to our previous discussions, we are providing a scope of work and quotation letter for the engineering services to replace Structure No. 2013 on the 30th Sideroad. The quoted price includes the services through the entire duration of the project (design, tender and construction). The price provided is an upset limit (\$44,800 +HST), if we are able to complete the work for less, we will not bill the Township any further. **We value our working relationship with the Town and will use a 10% discounted exception rate when invoicing for this bridge project**, so hopefully this helps keep our cost down as well.

We estimate the Township consider budgeting \$400k for the construction cost to replace Structure No. 2013, however this estimate is likely conservative and if the project is tendered early in 2020 (i.e. January/February), we expect the price to be lower. As discussed at the Road Sub-Committee Meeting, we will review all alternatives to find a cost effective and durable structure suited for this site.

We have received a copy of the Council Resolution to move forward with this project and appreciate this.

Please review the attachment and upon approval from the Township, send us back a signed copy of the letter (Page 5) for our file.

In the meantime, we will continue moving forward with the survey and preliminary design work, followed by a project start-up meeting shortly.

Feel free to give me a call if you would like to discuss further.

Chris



Chris Knechtel, P.Eng.
Project Engineer

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Thank you.



October 23, 2019

Via: Email

Ms. Denise Holmes, AMCT
CAO/Clerk
Township of Melancthon
157101 Highway 10
Melancthon ON L9V 2E6

Dear Ms. Holmes:

**Re: Engineering Design Services for the Replacement of Structure No. 2013
30 Sideroad, 500 m East of 3rd Line
Township of Melancthon
Project No.: 900050839.0000**

1.0 Background

We appreciate the Township of Melancthon (Township) considering R.J. Burnside & Associates Ltd. (Burnside) for the engineering assignment for the design, tendering and contract administration of Structure No. 2013 Replacement on 30th Sideroad. We are very familiar with this structure having completed the Township's Bridge Inspections over the past several years and are pleased to provide the Township with the following Scope of Services and Quotation for the replacement of this structure.

Structure No. 2013 is a 3.0 m clear span timber girder structure, which has been identified in the recent inspection report in fair to poor condition with severe deterioration of the timber members and performance deficiencies relating to the 'bow' in the timber decking. It was recommended that the Township consider placing a 15 tonne load limit restriction on this structure until replacement is a viable option. Replacement of this structure will remove the requirement for a load posting and will provide a full two-lane platform width, while addressing the safety and maintenance concerns of the Township at this site.



2.0 Scope of Work

We anticipate the following tasks will be required to complete the detailed design, tendering and Contract Administration portion of this project. Design 2019/2020 and Construction 2020.

- Project Management and Meetings;
- Coordination (Utilities, Geotechnical (if required), etc.);
- Topographical Survey;
- Preliminary Investigations and Design (Technical Memo);
- Permits and Approvals (Conservation Authority, DFO, etc.);
- Hydrology and Hydraulic Analysis;
- Detailed Design and Drawings;
- Tender Preparation and Process; and
- Contract Administration and Part-time Site Inspection during Construction.

3.0 Assumptions and Constraints

Costs for completing a Geotechnical Investigation and Report have not been included in this estimate. We have included time in our estimate to obtain three quotations for the Geotechnical work on behalf of the Township and for coordination and review of the report. We can discuss this further with the Township to determine if a Geotechnical Investigation is warranted for this project given the small size of the structure and low traffic volume of the granular road.

No public meetings are anticipated.

No significant changes to the vertical or horizontal alignment of the roadway are anticipated. Match existing lane widths, etc.

Burnside will be responsible for the Tender process. The Township will assume the responsibility of advertising the works in local newspapers if they decide to do so.

The Township will be responsible for all costs associated with Approval Agency Permit fees.

The road will be closed to through traffic during construction.

No property acquisition is expected. Costs for obtaining legal property plans have not been included in the engineering fee estimate.

Utility relocation costs will be paid by the Township (if required).

It is anticipated the structure will be replaced with pre-cast concrete box culvert and a closed bottom structure will be permitted by the Conservation Authority.

A Preliminary Design Memo is not required, we will provide a brief technical memo for the structure outlining design criteria and the feasibility of structure options (i.e., box culvert, rigid frame, CSP, etc.) and recommendations.

The project will proceed as a Schedule A+ EA.

The structure replacement will proceed under a Department of Fisheries and Oceans (DFO) Self-Assessment. No Species at Risk (SAR) are anticipated. Our desktop aquatic review of this structure indicated an in-water timing window of July 15 to September 30. Fish Salvage to be completed by the Contractor.

Construction duration of five weeks.

Six meetings assumed: project start up meeting, geotechnical site meeting/detailed measurements, Conservation Authority site meeting, technical memo review meeting, tender review/closing and pre-construction meeting.

4.0 Schedule

Below is an anticipated Schedule for the project but is subject to change given the variables encountered during the Design and Permitting process. Tendering this project as early as possible in 2020 will be critical to obtain a competitive price from capable Contractors.

- Award of Project provided at the October 3, 2019 Township Council Meeting;
- Obtain Geotechnical Quotations - October 2019;
- Survey and Geotechnical Investigation – October/early November 2019;
- Preliminary Design and Technical Memo – November 2019;
- Detailed Design and Drawings – December 2019/January 2020;
- Permits and Approvals Secured – Early February 2020;
- Tender Project – February/March 2020; and
- Construction – July/August 2020.

5.0 Engineering Fees

We estimate our total upset fees including disbursements for the required engineering services required for this project to be **\$44,800.00** (excluding HST), as broken-down in the following tables. It is understood that this upset limit will not be exceeded without the authorization of the Township.

Structure No. 2013 Replacement

Project Management and Meetings	\$2,200.00
Coordination (Utilities, Geotechnical, etc.)	\$1,600.00
Topographical Survey	\$2,100.00
Preliminary Investigations and Design	\$4,900.00
Permits and Approvals	\$2,900.00
Hydrology and Hydraulic Analysis	\$4,400.00
Detailed Design and Drawings	\$7,800.00
Tender Preparation and Process	\$4,000.00
Contract Administration	\$5,900.00
Part-time Site Inspection (16 hours x 5 weeks)	\$7,800.00
Disbursements – Mileage, Reproduction, etc.	\$1,200.00
Structure No. 2013 Total	\$44,800.00

Thank you again for this opportunity, we look forward to working with the Township to continue to improve the condition of their bridge and culvert asset inventory.

Please let us know if you require any further information or clarification.

Yours truly,

R.J. Burnside & Associates Limited



Chris Knechtel, P.Eng.
Project Manager
CK:sp

cc: Matt Brooks, R.J. Burnside & Associates Limited (Via: Email)

Other than by the addressee, copying or distribution of this document, in whole or in part, is not permitted without the express written consent of R.J. Burnside & Associates Limited.

Authorization to Proceed

Date: October 23, 2019 **Project No.:** 300050839.0000
Client: Ms. Denise Holmes, AMCT
Submitted By: Chris Knechtel, P.Eng.
Project: Engineering Design Services for the Replacement of Structure No. 2013

I, _____, being an employee of _____,
hereby authorize the firm of R.J. Burnside & Associates Limited (the Consultant), to arrange for
or perform the work described in the Proposal Letter dated October 23, 2019.

I understand that the payment is based on an Authorized Limit (\$44,800.00 + HST) and will not
be exceeded without my authorization due to a change in the scope of work.

By affixing my signature, I understand that the scope of work contained in the Proposal Letter
(noted above) is governed by the attached Standard Conditions of Service.

Signature

Date

Position/Title

I have authority to bind the Corporation.

To hold the rates/and or fee estimate provided in the attached proposal, this Authorization To
Proceed must be signed and returned to R.J. Burnside & Associates Limited within 30 days
from the date above.

191023_Melancthon Structure No. 2013 Replacement 050839
10/23/2019 2:02 PM

Standard Conditions of Service

Services

The services provided, if not specifically limited by the Client, will be at the Consultant's discretion for acting in the Client's best interest for the type of work requested.

Fees and Expenses

Billing will be in accordance with the fees as outlined in the proposal, plus expenses. Expenses properly incurred in connection with the project will be billed at cost plus an administrative charge of eight percent.

The Consultant will assist in selecting and coordinating other Consultants on Client's behalf. The Consultant does not accept any liability for other Consultants' work and encourage Clients to do their own investigations. Clients are encouraged to request that other Consultants invoice them directly and save the eight percent added administration charge on that expense.

Invoices

Invoices will be submitted on a monthly basis. Interest (1 percent per month of the unpaid amount) will be added to all unpaid balances after 30 days from date of invoicing. If the Client objects to all or any portion of an invoice, the Client shall so notify the Consultant in writing within 14 calendar days of the invoice date, identify the cause of disagreement, and pay when due that portion of the invoice, if any, not in dispute.

If the Client fails to pay undisputed invoiced amounts within 30 calendar days of the date of the invoice, the Consultant may at any time, without waiving any other claim against the Client and without thereby incurring any liability, suspend or terminate this Agreement as provided elsewhere in these Standard Conditions of Service.

Changes in Scope

The scope of work identified is based on the Consultant's understanding of the work required to complete the project at the time of this proposal. In light of occurrences or discoveries that were not originally contemplated by or known by the Consultant, the Consultant may be required to discuss with the Client a change in the scope of the project, which may require a revision to this agreement. Should such a situation arise, the Consultant shall identify the changed conditions which make such discussions necessary and the Consultant and the Client shall promptly and in good faith enter into renegotiation of this agreement in order to continue to meet the Client's needs. If an agreement cannot be reached on the change in scope, the Client agrees that the Consultant has the absolute right to terminate this agreement.

Mediation

All claims, disputes and other matters in question between the parties to this agreement, arising out of or relating to this agreement or the breach thereof shall be decided by mediation, unless the parties mutually agree otherwise.

Limitation of Liability

For purposes of limitation of liability provisions contained herein, the Client expressly agrees that it has entered into this Agreement with the Consultant, both on its own behalf, and as agent on behalf of its employees and principals.

The Consultant's liability to the Client in Contract and Tort is limited to the total amount of the fee paid for professional services.

The Client expressly agrees that the Consultant's employees and principals shall have no personal liability to the Client in respect of a claim, whether in contract, tort and/or other cause of action in law. Accordingly, the Client expressly agrees that it will bring no proceedings and take no action in any court of law against any of the Consultant's employees or principals in their personal capacity.

No other party shall rely on the Consultant's work without the express written consent of the Consultant.

The Client will give prompt written notice to the Consultant whenever the Client or his representative becomes aware of any defects or deficiencies in Consultant's work.

Hold Harmless

Burnside's commitments as set forth in this Agreement are based on the expectation that all of the services described in this Agreement will be provided. In the event the Client later elects to reduce Burnside's scope of services, the Client hereby agrees to release, hold harmless, defend and indemnify Burnside from any and all claims, damages, losses or costs associated with or arising out of such reduction in services.

Field Review Services

Where engaged by the Client, the Consultant will provide field review services. It is understood that in engaging the Consultant, the Client recognizes that the role of the Consultant in completing field review is to ensure conformity of the construction with the identified design. The Consultant does not provide direction to the Contractor on construction methods, nor does the Consultant warrant the Contractor's work - this is the sole responsibility of the Contractor for which the Consultant will not take any liability. Prior to the initiation of construction, the Client and the Consultant will agree on a field review schedule. The Client acknowledges that where a reduced field review schedule is agreed, the Consultant will not be held liable for any work completed by the Contractor for which the Consultant has not been on site to witness conformity with the design.

Governing Law

The laws of the Province of Ontario will govern the validity of this agreement, its interpretation and performance, and remedies for contract breach or any other claims related to this agreement.

Assignment

Neither party shall assign responsibilities without the written consent of the other.

Termination

The Client or Consultant may terminate this Agreement at any time and no further expense will be incurred beyond the time of notice to terminate. In the event such termination becomes necessary, the party effecting termination shall so notify the other party in writing, and termination will become effective 14 calendar days after receipt of such notice.

Irrespective of which party shall effect termination or the cause therefore, the Client shall, within 30 calendar days of termination, remunerate the Consultant for services rendered and costs incurred, in accordance with the Consultant's prevailing fee schedule and expense reimbursement policy. Services shall include those rendered up to the time of termination, as well as those associated with termination itself, such as demobilizing, modifying schedules, reassigning personnel, and so on. Costs shall include those incurred up to the time of termination, as well as those associated with termination and post-termination activities.

Suspension

Upon 14-calendar day's written notice to the Consultant, the Client may suspend the Consultant's work. If payment of the Consultant's invoices is not maintained on a 30 calendar day current basis by the Client, the Consultant may by 14-calendar day's written notice to the Client suspend further work until payment is restored to a current basis. Suspension for any reason exceeding 45-calendar days shall, at the Consultant's option, make this Agreement subject to renegotiation or termination, as provided for elsewhere in this Agreement. Any suspension shall extend the time schedule for performance in a manner that is satisfactory to both the Client and the Consultant, and the Consultant shall be compensated for services performed and charges incurred prior to the suspension date, plus suspension charges.

Suspension charges may include, but shall not be limited to, services and costs associated with putting analyses and documents in order, rescheduling and reassigning personnel and/or equipment and issuing necessary or customary notices to appropriate government boards. Compensation to the Consultant shall be based upon the Consultant's prevailing fee schedule and expense reimbursement policy.

Ownership of Documents

The Client shall be entitled to a copy of all drawings, specifications, designs and documents prepared by the Consultant but shall not use them for any other project. The originals shall remain the property of the Consultant.

Client's Responsibility

The Client will fully disclose all relevant information or data pertinent to the Project, which is required by the Consultant. The Consultant shall be entitled to rely upon the accuracy and completeness of such information and data furnished by or on behalf of the Client.

The Client will give prompt consideration to all requests or documents relating to the project submitted by the Consultant and whenever prompt action is necessary, inform the Consultant of his decisions in such reasonable time so as not to delay the Services of the Consultant. The Client shall arrange and make provision for the Consultant's entry and ready access to the project site as necessary to enable the Consultant to perform his services.

Tax

Any applicable taxes will be added to invoices.



The Corporation of

THE TOWNSHIP OF MELANCTHON

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CORPORATION OF THE TOWNSHIP OF MELANCTHON

MEMORANDUM

TO: MAYOR WHITE AND MEMBERS OF COUNCIL

FROM: KAITLIN CHESSELL, SECRETARY ROADS SUB-COMMITTEE

**SUBJECT: RECOMMENDATION FROM SPECIAL ROADS SUB-COMMITTEE
MEETING OCTOBER 15, 2019**

DATE: NOVEMBER 1, 2019

3.1 General Business; Draft Road Management Plan

Arunas Kalinauskas, B.Sc., R.J. Burnside and Associates attended the October 2, 2019 meeting to present the Draft Roads Management Plan. He explained the delay in the draft report and the concern with the initial report, was that the plan was over a 5 year period and they decided to change it to a 10 year period as they believed this would be of greater value. The roads that the report is recommending that the Township convert back to gravel at end of life are the 7th Line SW, 4th Line OS from Strada Pit North Entrance to 15th Sideroad and 4th Line NE. The 10 year plan that is set out would require \$530,000 per year invested into roads for ten years and \$315,000 per year for the following 10 years setting out the next 20 years. Arunas believes this will bring us to a 8.2 standard in roads at the end of the 20 year period. We are currently sitting at a 6.2 standard and at the end of the 10 year plan we would be sitting at a 8.7 standard. There was discussion based around what roads should remain paved and which could be turned back to gravel based on traffic count data and being commuter roads. It was also discussed whether it would be possible to stretch out the 10 year period to not have such a large budget increase, and it was mentioned that some projects may come in under cost but it is best to budget more then to not budget enough. It was also suggested that the Township puts up signs on the roads with vertical deficiencies to warn drivers, the 3rd Line OS was determined to have several vertical deficiencies. Arunas believes the 5th Line OS asphalt portion between County Road 21 & County Road 17 is the road that should be our priority to fix, and discussion ensued about the costing difference between turning it to gravel versus re-paving it.

Recommendation

The Road Sub-Committee recommends that staff forward the Draft Road Management Plan to Council for the November 7th, 2019 meeting for Arunas Kalinauskas, B.Sc., from R.J. Burnside and Associates to present.

PW # 5
NOV - 7 2019

*Minutes for Shelburne Public Library Board Meeting
Tuesday, September 17, 2019*

Present: Geoff Dunlop Paul Barclay James Hodder
Gail Little Margaret Mercer Patricia Clark
Sharon Martin

Also Present: Rose Dotten, CEO/ Head Librarian

Regrets: Shane Hall, Michal Archer

The Chair, Geoff Dunlop, called the meeting to order at 7:00 P.M.

Motion 25-19 P. Barclay, G. Little

Be it resolved that we approve the Agenda for September 17, 2019, as amended.

Carried

Motion 26-19 G. Little, P. Barclay

Be it resolved that we approve the minutes of the board meeting dated June 18, 2019.

Carried

Financial Reports:

Motion 27-19 P. Clark, J. Hodder

Be it resolved that we approve the Accounts Payable Register for June, 2019 with invoices and payments in the amount of \$34,331.13.

Be it resolved that we approve the Accounts Payable Register for July, 2019 with invoices and payments in the amount of \$49,342.21.

Be it resolved that we approve the Accounts Payable Register for August, 2019 with invoices and payments in the amount of \$28,453.49.

Carried

CEO/ Head Librarian's Report:

- **Statistics**

We include statistics for the months of June, July and August, 2019. You will see that there is a huge jump in our statistics for July when the TD Summer Reading Program is started. Other circulation statistics vary frequently as can be seen, for instance, by the differences in the Overdrive statistics.

- **Interlibrary Loans**

As discussed at the last meeting, we are closely tracking the average costs per month. The costs seem to be averaging at about \$150 per month.

- **One Book One County**

The book for this all County event is "Fate", by Ian Hamilton. The final author event was held on September 15, 2019, here at the library at 1 pm. It was originally scheduled to be held at Grace Tipling Hall but due to lower ticket sales we changed the venue to the library.

BD/camm # 1

NOV - 7 2019

- **Library Literary Events**

Our upcoming Library Literary Events are as follows:

- Traveler's Tales—Canada's Arctic Parks, Marlis Butcher, on October 29/19, at 7 pm at the Library.

- **Coffee, Conversation & Books**

The next Coffee, Conversation & Books, will be:

- Regina Marini, Euphoria, September 18/19
- Tricia Daniels, Brewed Awakenings, October 16/19
- Helen Notzl, Jelly Craft Bakery, November 20/19

- **Archivist on the Road**

The MOD Archivist, Laura Camilleri, held a presentation earlier today at 2 pm. The topic was "Searching the history of your home". There were opportunities for the discussions to be centred around the individual homes and properties of the participants.

- **Seed Saving Workshop—Sunday, September 22/19, at 2 pm**

This workshop will be held in the Library.

- **Summer Students—Grants**

We received two grants for summer students. One was from the Provincial Summer Experience Program, and for this grant we hired Megan Kratky. She was hired as the ESL Training and Technical Support Assistant. She coordinated and implemented the ESL program that ran over the summer and worked with helping Seniors deal with Tech issues.

Pursuant to the Canada Summer Jobs Grant that we received, we hired Gjilliane Alcanar and she worked with the Children's librarian as the Children's Librarian Assistant. She also helped with Tech assistance for seniors as well.

Both of the students worked out well and we were fortunate that we were able to have them for the summer months.

- **TD Summer Reading Program—Final report**

The Children's Librarian, Brittany Hooker, put together a fabulous group of activities for the TD Summer Reading Program for this summer. Brittany, with the help of the summer students, is now in the process of preparing the final report about the program so that it can be submitted to the TD Bank Awards Jury. We are ever hopeful that we will be in the running for the top program across Canada again, as we were awarded the distinction in 2016.

- **Summer Programming for Teens—Final report**

The YA and Technical Services Librarian, Jade Noble, had a number of teens participating in her programs over the summer. Some of the events were: Scary Movies, Trivia nights, Escape rooms, and a Marshmallow Fling. Attendance at the Children's & Teen's Finale Festival was between 150-175, which was an increase from previous years. We believe that holding the festival on a Friday, not a Saturday as we had done in the past, significantly improved the attendance.

- **Adult Summer Reading Program**

We started a new Summer Reading Program for adults this summer. For every book read, the patron received a ballot to put in any of the three special book/goodie baskets that we prepared. The program was well received and the three winners of the boxes were: Cathy Earle, Bernice Cunningham, and Hugh Molesworth. There were over 800 ballots entered.

- **Saugeen Consortium meeting scheduled**

The Saugeen Consortium will be meeting here on Monday, September 30, 2019. This is the group of libraries which includes Shelburne, Grand Valley, Hanover, Grey Highlands, Orangeville, North Perth, St. Mary's, Blue Mountain, West Grey, Southgate, and Bruce County.

Correspondence:

- **Letter from Patron**

We received a "Thank You" note from one of the patrons who had won one of the three baskets in the Adult Summer Reading Program. The letter was complementary to staff and the services we provide.

Business:

- **Pilot Project: Open Tuesday nights**

As a result of the discussion at the June meeting, Rose informed the board that starting June 4, 2019, the library was also open from 5 pm to 8 pm, thus making the Tuesday hours from 10 am to 8 pm. Rose has decided to extend these hours into the Fall to see if there is a need for students and those unable to get to the library during regular hours. We believe that the added hours will help local students, especially those who may have limited or no internet access at home.

- **Draft Financial Statements from BDO**

Motion: 28-19 J. Hodder, P. Clark

Be it resolved that the Shelburne Public Library Board hereby accepts the 2018 Financial Statements as prepared by BDO, as circulated.

Carried

- In Camera session—if necessary

Motion: 29-19 S. Martin, P Barclay

The Board moved into a closed meeting at 7:57 PM pursuant to Section 16.1 (4) OR 16.1 (5) of *The Public Libraries Act, R.S.O. 1990*, as amended for the following reason: Personnel

Carried

Motion: 30-19 S. Martin, M. Mercer

That we rise from in-camera at 8:00 PM with no report.

Carried

Motion 31 -19 M. Mercer, S. Martin

That we now adjourn at 8:01 p.m., to meet again October 15, 2019, at 7 pm., or at call of the Chair.

Carried

HORNING'S MILLS COMMUNITY HALL BOARD
Meeting Minutes – Thursday, August 15, 2019

The Horning's Mills Community Hall Board held a meeting on the 15th day of August 2019 at 7:00 pm at the Horning's Mills Hall. Members present were James Webster, Sarah Harrison, Debbie Fawcett, Jocelyn Burke, and Lynn Hodgson. Jennifer Weaver, Jim Hill, and Councillor David Thwaites were not in attendance. James Webster – Chair called the meeting to order at 7:04 pm.

ANNOUNCEMENTS:

None

ADDITIONS/DELETIONS:

None

APPROVAL OF AGENDA:

Motion #16 – 2019 to Approve the Agenda – moved by Harrison, seconded by Burke. Carried.

APPROVAL OF DRAFT MINUTES:

Motion #17 – 2019 to Approve the Draft Minutes of the previous meeting held on Tuesday, June 11, 2019 as circulated – moved by Harrison, seconded by Fawcett. Carried.

BUSINESS ARISING FROM MINUTES:

Harrison has not obtained a second quote regarding the construction of a display case for the Women's Institute artifacts.

Webster to follow up on the purchase of a dehumidifier with pump that can run continuously with a humidity level setting option. Will price at Shelburne Home Hardware. Board approved a budget up to \$500 – June 11, 2019
Motion #14 – 2019.

PUBLIC QUESTION PERIOD:

No Public Question Period required.

FINANCIAL REVIEW:

Harrison provided financial balance sheet as of July 31, 2019.

Harrison received the following payments from Webster for hall rentals
\$500 deposit for Wedding to be held on Saturday, August 24, 2019
\$205 for upstairs rental for Bridal Shower held early August 2019
\$160 for downstairs kitchen rental July 2019

Motion #18 – 2019 to Pay Expenses:

My Country Concierge \$225 (to reimburse James Webster for paying Heather Black for cleaning services performed)

Moved by Hodgson, seconded by Fawcett. Carried.

UNFINISHED BUSINESS:

Horning's Mills Community Hall Fall Dinner has been cancelled due to previous commitments of several board members and lack of help.

GENERAL BUSINESS:

Upcoming hall rentals – Wedding August 24, 2019 and Bruce Trail Group Christmas Dinner November 2019

BDComm #2
NOV - 7 2019

CLOSED SESSION:

Motion #19 – 2019 for the Hall Board to enter an in camera closed session about an unidentifiable group of people – moved by Burke, seconded by Hodgson. Carried.

Motion #20 – 2019 that the Hall Board rise from close session and report that Chair Webster will draft a letter on behalf of the Board to be submitted to Melancthon Council prior to the September 5, 2019 council meeting in regards to the committee of the whole – moved by Harrison, seconded by Fawcett. Carried.

ADJOURMENT AND DATE OF NEXT MEETING:

Next meeting set for September 9, 2019 at 7:00 pm.

Meeting Adjournment at 8:21 pm. Moved by Harrison, seconded by Hodgson. Carried.

CHAIR

SECRETARY



MINUTES
MULMUR-MELANCTHON FIRE BOARD
Tuesday October 15, 2019
Fire Hall – 7:00 pm

Present: Chair Earl Hawkins- Mulmur Township
Member David Thwaites – Melancthon Township
Member Ken Cufaro -Mulmur Township
Fire Chief Scott Davison
Deputy Chief Matt Waterfield
Michelle Smibert – Secretary

Absent with regret: Vice Chair David Besley

1. Call to order – the Chair called the meeting to order.
2. Declaration of Pecuniary Interest – none disclosed.
3. Approval of Previous Meeting's Minutes – September 10, 2019

Motion by Thwaites and Cufaro

THAT the Minutes dated September 10, 2019 be approved. Carried

4. Fire Chief's Reports

- a) Year to date Fire Report – members reviewed the year to date report as provided at the meeting. There was some discussion regarding the format/type of information to be included in the report and the Chief noted he will look into creating a report from the system that has the information as identified/expected by the Board.

Motion by Thwaites and Cufaro

THAT the Year to Date Fire Report dated October 11th be received.

- b) Update on Recruitment of Firefighters

Motion by Thwaites and Cufaro

THAT the Mulum-Melancthon Fire Board, upon the recommendation of the Fire Chief, in accordance with the Hiring Policy, ratifies the hiring of the following probationary firefighters effective October 1, 2019 with the probationary period being one year and that the wage is in accordance with the Boards accepted policy:

Mike Tabak
Scott Hughes
Kyle McGee
Chris Chiaravalotti
Will Chiaravalotti
Michael Melhorn
Carried

5. Finance

- a) Review of Preliminary Budget for 2020 – members had no concerns with the budget as presented and suggested that the maintenance of the new vehicle to replace the rescue and the new pumper be reduced to \$1,000 each from \$3,500. Members noted that there seems to be a surplus that will carry over at the end of the year. Member Thwaites noted he is interested to know what the allocation will be for each municipality and how the surplus of monies will be applied.

Motion by Cufaro and Thwaites

THAT the preliminary budget as provided be approved in principle and forwarded onto the respective Councils for consideration. Carried

- b) Monthly Accounts

Motion by Thwaites and Cufaro

THAT the Monthly accounts in the amount of \$35,499.89 be approved. Carried

- c) Update on Vianet Tower – the secretary noted that a draft lease agreement will be going to Mulmur Council on November 6th. The Fire Chief would like to ensure that any additional services added to the Tower not impact the fire department communication system. Member Thwaites asked where the revenue for the tower rental will be posted to. The secretary noted that she will follow up on these matters.

6. Correspondence - none

7. Adjournment

Motion by Cufaro and Thwaites

THAT the meeting adjourn at 7:45 pm with the next meeting be at the call of the Chair. Carried

.....
Chair

.....
Secretary

Denise Holmes

From: Dufferin County <clerk@dufferincounty.ca>
Sent: Friday, October 11, 2019 3:00 PM
To: Denise Holmes
Subject: Dufferin County E-Newsletter - Council in Brief

Dufferin County's Official E-Newsletter

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COUNCIL IN BRIEF

For October 10, 2019

The following highlights from the October 10, 2019 Dufferin County Council Meeting are provided for general information purposes. [For the full agenda and minutes, please visit our website by clicking here.](#)

Upcoming Meetings

The next Committee meetings will be held on Thursday, October 24, 2019 in Orangeville at 55 Zina Street in the Sutton Room:

Infrastructure & Environmental Services Committee – 1:00 pm

General Government Services Committee – 3:00 pm

Community Services/Dufferin Oaks/Museum Committee – 6:30 pm

Small Business Week Proclamation

Warden White declared October 20-26, 2019 as Small Business Week. Dufferin Board of Trade was in attendance to accept the proclamation.



Pictured above from left to right: Pete Renshaw, Chair, Warden Darren White & Diana Morris, General Manager

Waste Reduction Week Proclamation

Warden White declared October 21-27, 2019 as Waste Reduction Week.



Picture above: Warden Darren White & Melissa Kovacs-Reid, Waste Services Manager
at the County of Dufferin

A lot of edible food is thrown away in the garbage or green bin (like those leftovers in the back of the fridge that you didn't get to). Take the Plan to Save Challenge this fall to waste less food & save money! Visit Join in Dufferin to participate: <https://joinindufferin.com/plan-to-save-reduce-food-waste>



International Day to Eradicate Poverty Proclamation

Warden White proclaimed October 17, 2019 as the International day to Eradicate Poverty.

The International Day for the Eradication of Poverty has been observed on October 17 since 1993, when the United Nations General Assembly designated this day to promote awareness of the need to eradicate poverty and destitution in all countries.



Pictured above: Warden Darren White & Anna McGregor, Director of Community Services at the County of Dufferin

Dufferin County Equity Collaborative Presentation



Anna McGregor, Director of Community Services, provided an overview of the Dufferin County Equity Collaborative and the different initiatives that come together in the community to reduce poverty. The Dufferin County Equity Collaborative focuses on poverty reduction by advocating and informing, minimizing existing service barriers and innovating new solutions. You can view the full presentation in the Council agenda [here](#).

Public Access Defibrillator (AED) Loaner Program

Did you know you can borrow a Public Access Defibrillator (AED) for an event or meeting? The County of Dufferin Paramedics loaner program allows the public to borrow an automated external defibrillator, at no cost, for short-term community and family events within Dufferin County. The AED loaner request form is available on the [Dufferin County website here](#). Anyone wishing to borrow an AED must have a valid driver's license, agree to have Dufferin County paramedics provide a brief run through of CPR and how to use an AED, as well as sign a liability release form.



Municipal Maximum Rate Updates for Child Care Fee Subsidy

Council has approved a revision to the municipal rates for child care fee subsidy as follows:

Age Group	Municipal Daily Maximums 2020*	Municipal Daily Maximums 2021*	Municipal Daily Maximums 2022*
Infants	\$69.00	\$72.00	\$75.00
Toddlers	\$55.00	\$57.00	\$59.50
Preschoolers	\$46.00	\$48.00	\$50.00
Kindergarten Before and/or After School	\$26.00	\$27.00	\$28.00
Kindergarten Non-School Days	\$45.00	\$47.00	\$49.00
School Age – Before and/or After School	\$25.00	\$26.00	\$27.00
School Age – Non-School Days	\$45.00	\$47.00	\$49.00

*effective January 1st 2020, 2021, 2022

The complete agenda and minutes from the October 10, 2019 County Council meeting will be available on the [County website](#).

The next County Council meeting is November 14, 2019 at 7:00 pm - Town of Orangeville Council Chambers, 87 Broadway, Orangeville, ON.

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Our mailing address is:
County of Dufferin
Administration Department
55 Zina Street
Orangeville ON L9W 1E5
info@dufferincounty.ca

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Dufferin County · 55 Zina Street · Orangeville, ON L9W 1E5 · Canada





October 15, 2019

Honourable Doug Downey
Ministry of the Attorney General
McMurtry-Scott Building
720 Bay Street, 11th Floor
Toronto ON M7A 2S9

Dear Attorney General Downey:

At its regular meeting on October 10, 2019, Dufferin County Council pass the following resolution:

THAT the following resolution from the Town of Mono Council, dated September 25, 2019, regarding the Justice of the Peace shortage in the province, be supported:

WHEREAS POA court currently convenes twice a week in Orangeville;

AND WHEREAS two sittings a week are needed to effectively address case volume;

AND WHEREAS we are told up to 32% of those court sitting days in Orangeville may be lost in 2020 due to a shortage of justices of the peace;

AND WHEREAS, it is estimated there are currently over 30 unfilled justice of the peace vacancies province wide with probably half again as many retirements expected;

THEREFORE BE IT RESOLVED that Mono and other municipalities urge the Province to appoint qualified persons as Justices of the Peace as soon as possible following the current rigorous vetting process so they can be

trained and assigned to courts otherwise threatened with closure due to judicial shortages;

AND THAT this motion be circulated to all Dufferin municipalities for their consideration, MPP Sylvia Jones, Attorney General Doug Downey and the Hon. Paul Currie, Regional Senior Justice - Central West Judicial District.

-Carried-

Yours truly,

A handwritten signature in black ink, appearing to read 'MDunne', written in a cursive style.

Michelle Dunne
Deputy Clerk

Cc Sylvia Jones, MPP & Solicitor General
Honourable Paul Currie, Regional Senior Justice – Central West Judicial District
Clerks, Dufferin County Municipalities



The Municipality of West Elgin

22413 Hoskins Line, Box 490, Rodney Ontario N0L 2C0

October 11, 2019

At the Regular Meeting of Council on October 10, 2019, the Council of the Municipality of West Elgin passed the following Resolution:

Resolution No. 2019-520

Moved: Councillor Rowe

Seconded: Deputy Mayor Leatham

Whereas The government of Ontario is consulting on proposed changes to the Provincial Policy Statement (PPS) to support the government's Housing Supply Action Plan and other land use planning related priorities. This consultation period closes on October 21, 2019;

And Whereas The Provincial Policy Statement is a consolidated statement of the government's policies on land use planning and is issued under section 3 of the Planning Act. The PPS applies province-wide and sets out the provincial policy direction for, among other things: The efficient use and management of land and infrastructure; Protecting public safety, the environment, and important resources including farmland;

And Whereas Municipalities are the primary implementers of the PPS through policies in their local official plans, zoning by-laws and other planning related decisions;

And Whereas The proposed draft policies would enhance agricultural protections to support critical food production and the agricultural sector as a significant economic driver;

And Whereas The proposed draft policies would direct large ground-mounted solar facilities away from prime agricultural and specialty crop areas, except for on-farm diversified uses;

And Whereas The Municipality of West Elgin is primarily an agriculture-based economy, and large grid-connected industrial wind turbine projects could also remove large portions of prime agricultural land from use, and are therefore not an appropriate use of prime agricultural land;

Therefore West Elgin Council supports the above policy statement with regard to large ground-mounted solar facilities; and recommends that PPS policies also include

P: 519.785.0560
F: 519.785.0644

E: deputyclerk@westelgin.net
www.westelgin.net

INFO#3
NOV - 7 2019

language to direct wind turbine facilities away from prime agricultural and specialty crops, except for on-farm diversified use;

And That West Elgin Council hereby directs staff to send a copy of these comments prior to the October 21/19 deadline, to The Provincial Planning Policy Branch at <https://ero.ontario.ca/notice/019-0279>; with copies to Minister of the Environment Conservation and Parks, and MPP, Jeff Yurek.

And Further That a copy of this motion be sent to the Premier of Ontario; The Association of Municipalities of Ontario; The County of Elgin; and all municipalities in the Province of Ontario.

Disposition: Carried

P: 519.785.0560
F: 519.785.0644

E: deputyclerk@westelgin.net
www.westelgin.net



October 16, 2019

Via: Mail

Ms. Wendy Atkinson
Treasurer /Deputy Clerk
Township of Melancton
157101 Highway No. 10
Melancton ON L9V 2E6

Dear Wendy:

Re: Drainage Superintendent Services
File No.: D-ME-SUP
Project No.: MSO019743.2019

As we are into the last quarter of the business year, we would appreciate updating our account for Professional Services. The enclosed invoice covers the time period from July 1, 2019 through September 30, 2019.

The work undertaken during this period includes the following:

July 2019

- Request from County representative regarding trapping locations at Shier Drain. Review request including drain file and notify County of several blocked former Railway cross culverts.
- Request from County and trapper regarding unable to find dam sites on Dickson Drain and on Henderson Drain. Discuss above sites with Public Works and inform the County that dams were removed due to timing for spring planting.
- Request from Fisheries and Oceans Canada (DFO) regarding outstanding "Notification" form for McNabb Drain maintenance. Forward completed form of 2018. Received authorization extension from DFO for proposed minor cleanout of McNabb Drain regarding County request.
- Prepared and forwarded letter to CAO/Clerk regarding additional levelling work requested on the Dickson Drainage Works. Received and reviewed Council's resolution authorizing completion of the additional work.

WFO# 4
NOV - 7 2019

August 2019

- Request from County representative regarding Welch nuisance beaver complaint.
- Request from Ehtel Networks Inc. regarding new buried cable along County Road No. 9. Received and reviewed aerial drawing for verification of Municipal Drain structures along length of work. Note omissions to representative. Check and review corrected drawings and confirm accuracy of structures as noted. Further request for boring under Bradley Drain culvert structure. Review culvert drawings and forward approval with conditions to Ehtel Networks Inc.
- Site meeting and walkover with Nottawasaga Valley Conservation Authority (NVCA) representatives regarding clean-out of the Curphy Drain upstream of Dufferin County Road No. 17. Received and reviewed approval from the NVCA.
- Received DFO approval for the clean-out of the Curphy Drain upstream of Dufferin County Road No. 17.

September 2019

- Request from Perrone regarding flooding due to beaver dam at 5th Line. Discuss above concerns with Public Works and notify owner regarding status of trapping on private lands.
- Request from County representative regarding concerns with beaver adjacent to Levi Allen Drain. Discuss trapping concerns and owner's received authorization.
- Discussion with Contractor during levelling operations at Dickson Drainage Works.
- Site meeting with Leo Blydorp and inspection of the Henderson Drainage Works downstream of the 7th Line S.W. Subsequent discussion regarding procedure to initiate repair work.

As you are aware, the cost of employing a Drainage Superintendent is eligible for a 50% grant. The Ministry has requested that the grant application be submitted yearly. As such the application will be completed for you at year's end.

Should you have any questions, or if we can be of any further assistance, please call.

Yours truly,

R.J. Burnside & Associates Limited
Drainage Superintendent



T.M. Pridham, P.Eng.
Drainage Engineer
TMP:sp

Enclosure(s) Invoice No. MSO019743.2019-3

Other than by the addressee, copying or distribution of this document, in whole or in part, is not permitted without the express written consent of R.J. Burnside & Associates Limited.



BURNSIDE

R.J. Burnside & Associates Limited
15 Townline
Orangeville, ON L9W 3R4
Phone: (519) 941-5331 Fax: (519) 941-7721
www.rjburnside.com

Township of Melancthon
157101 Highway 10
Melancthon, ON L9V 2E6

October 17, 2019

Invoice No: MSO019743.2019 - 3

Project MSO019743.2019 RJB File: D-ME-SUP-2019
Professional Services through September 30, 2019

	Hours	Amount	
Senior Engineer I			
Pridham, Thomas	10.00		
Tech I			
Bergsma, Gavin	3.00		
Tech IV			
Uderstadt, Gerd	24.50		
Project Support II			
Peart, Shannon	.60		
Totals	38.10		
Total Labour			4,819.00
Misc Reimbursable Expense		1.05	
Total Reimbursables		1.05	1.05
Mileage		40.82	
Total Expenses		40.82	40.82
HST #885871228	13.00 % of 4,860.87	631.91	
Total Tax		631.91	631.91
Total Amount Due in CDN Funds			<u><u>\$5,492.78</u></u>

Billings to Date

	Current	Previously	Billed to Date
Labor	4,819.00	10,388.50	15,207.50
Expense	41.87	206.50	248.37
Tax	631.91	1,377.35	2,009.26
Totals	5,492.78	11,972.35	17,465.13

Payment terms are net 30 days. Late payments are subject to a penalty of 1% per month (12% annually).

Project	MSO019743.2019	RJB File: D-ME-SUP-2019	Invoice	3
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Please reference your billing client number when making payments via direct deposit or electronic transfer.

Billing Client Number: 61

Project Manager: Thomas Pridham

October 21, 2019

Nottawasaga Valley Conservation Authority
8195 8th Line
Utopia ON, L0M 1T0

RE: Conservation Authority Levies

Please be advised that at its meeting of October 16, 2019, Council of the Township of Springwater passed the following resolution:

C456-2019

Moved by: Coughlin

Seconded by: Cabral

Whereas the Township of Springwater supports the objects of balance on conservation, environmental stewardship, and sustainability to anchor its operations, planning, services, and strategic vision;

And Whereas the Township of Springwater understands the need for both the Province and its municipalities to deliver clear, costed, and sustainable programs and services for taxpayers;

And Whereas both tiers of government must assess all programs and services to eliminate duplication and balance costs on tests of affordability, health, safety, and environmental stewardship;

And Whereas the Minister of Environment, Conservation, and Parks signaled on August 16, 2019 of a need for conservation authorities to re-focus their operations related to core mandates as currently defined in the Conservation Authorities Act, 1990, R.S.O. 1990, c. C.27 and its prescribed regulations;

And Whereas the Minister of Environment, Conservation, and Parks signaled on August 16, 2019 that Conservation Authorities should not proceed with any increases to fees or levies;

Therefore Be It Resolved That the Township of Springwater supports any Provincial effort to require its municipal levy only apply to core mandated programs and services;

And That this resolution be forwarded to Premier Doug Ford, the Minister of the Environment, Conservation, and Parks, the Honourable Jeff Yurek, the County of Simcoe, all Ontario municipalities, the NVCA and Ontario's other 35 Conservation Authorities, and Conservation Ontario, signaling the Township of Springwater's

support of the Province's review, consultations and development of an updated Conservation Authorities Act and the willingness to participate in all consultations and submissions to the same.

Carried

Sincerely,



Renée Chaperon
Clerk
/cp

cc. Doug Ford, Premier of Ontario
Jeff Yurek, Minister of Environment, Conservation and Parks
The County of Simcoe
Conservation Ontario
Ontario municipalities
Ontario Conservation Authorities

October 21, 2019

Nottawasaga Valley Conservation Authority
8195 8th Line
Utopia ON, L0M 1T0

RE: Nottawasaga Valley Conservation Authority Levy

Please be advised that at its meeting of October 16, 2019, Council of the Township of Springwater passed the following resolution:

C457-2019

Moved by: Coughlin

Seconded by: Moore

Whereas the Township of Springwater, like all municipalities in Ontario must confront fiscal limitations and re-evaluate programs, services, and the financial sustainability of each;

And Whereas the Township of Springwater is a constituent municipality in portions of the watershed under the jurisdiction of the Nottawasaga Valley Conservation Authority and is compelled to remit non-negotiable levy funding to the Authority on an annual basis;

And Whereas the Township of Springwater cannot exercise line-item scrutiny of Nottawasaga Valley Conservation Authority's budget and operations nor does the Authority itself provide detailed substantiation of the same to its member municipalities like the Township of Springwater;

And Whereas the Township of Springwater must account for all taxpayer funds it expends within its operations and that it forwards to local agencies and boards;

Therefore Be It Resolved That the Township of Springwater requests that the Nottawasaga Valley Conservation Authority provide prior to passage of its 2020 budget the following:

(1) Its interpretation and understanding of its mandated operations as found in the current Conservation Authorities Act, 1990, R.S.O. 1990, c.C.27 and its prescribed regulations;

(2) The costs of each as determined under (1);

(3) Detailed definitions and determinations of what can be characterized as non-mandatory programming and service(s);

(4) The costs of each as determined under (3);

(5) Detailed definitions and determinations of fee-for-service activities of the Nottawasaga Valley Conservation Authority, the revenues they generate as the activities take place within and/or requests originate from geographic area of the Township of Springwater; and

(6) The costs that arise from programs and services enabled through the Memorandum of Understanding with the Severn Sound Environmental Association.

And That this resolution be circulated to Premier Doug Ford, the Minister of the Environment, Conservation, and Parks, the Honourable Jeff Yurek, the County of Simcoe, all Ontario municipalities, the NVCA and Ontario's other 35 Conservation Authorities, and Conservation Ontario.

Carried

Sincerely,



Renée Chaperon
Clerk
/cp

cc. Doug Ford, Premier of Ontario
Jeff Yurek, Minister of Environment, Conservation and Parks
The County of Simcoe
Conservation Ontario
Ontario municipalities
Ontario Conservation Authorities

Denise Holmes

From: Doug Hevenor <dhevenor@nvca.on.ca>
Sent: Wednesday, October 23, 2019 10:21 AM
To: Jeff Schmidt; Colleen Healey; Steve Sage; Mark Early; Tracey Atkinson; severitt@thebluemountains.ca; Denise Holmes; Jason Reynar INNISFIL (jreynar@innisfil.ca); Blaine Parkin; Geoff McKnight (gmcknight@townofbwg.com); gsandhu@adjtos.ca; rdunn@oro-medonte.ca; cao@greyhighlands.ca; Denyse Morrissey (dmorrissey@shelburne.ca); sstone@amaranth-eastgary.ca; George Vadeboncoeur; Michael.Prowse@barrie.ca; spritchard@dufferincounty.ca
Subject: Reacting to Changes in the Conservation Authorities Act (CAA)

Good Morning,

It is another beautiful fall morning here at Tiffin. As we prepare for the review and approval of the 2020 NVCA Budget I felt I would share some information pertaining to Conservation Authorities in Ontario.

When we read through Bill 108 and recent communications from the Minister of Environment Conservation and Parks the Honorable Jeff Yurek, I encourage you all to explain to your council colleagues that these changes may not occur until a later date. I think many councils believe that changes have already occurred and this is simply not the case.

Potential changes to the Conservation Authorities Act (CAA) resulting from Bill 108 and suggestions from Minister Yurek that the NVCA begin preparations to wind down activities that are outside the scope of the core mandate activities, that we do not develop new policies and that we do not increase fees or levies is premature at this time.

We are aware that many councils believe that the changes to CCA are in effect. However, the implementation of the changes to the CAA are subject to the approval of the supporting regulations. In this regard, while NVCA is committed to realizing the Minister's suggestions outlined in his August 16th letter, we believe that further discussion is needed with the Province including the opportunity to comment on the supporting draft regulations.

The process of determining the scope and content of the regulations that will define mandated programs and services carried out by the NVCA is still in progress and discussions with the province are continuing. Regulations that would reflect this have not yet been put in place.

It is important to note that any change in programs and services needs to occur after these regulations are in place and agreements with our supporting municipalities have been finalized. In fact, Bill 108 suggests that this wind down period begin 18-24 months after changes to the Regulations have been accepted and made in to law within the CAA.

Currently the NVCA is following the CAA when it comes to what programs and services will be included under each of the mandatory program areas, leaving the details to be prescribed by regulations as noted below:

21.1 (1) An authority shall provide the following programs or services within its area of jurisdiction:

1. A program or service that meets any of the following descriptions and that has been prescribed by the regulations.

Until the regulations have been drafted and approved, we can only have conceptual discussions with our municipalities about the need and scope of MOUs. Further, until the outcome of the regional governance review is completed, our Board of Directors have indicated that they are supportive of not pursuing or continuing discussions on agreements and MOU's related to Bill 108.

The act explicitly outlines that CA's shall develop and implement a transition plan to comply with the legislation that will be prescribed by regulation:

21.1.3 (1) Every authority shall develop and implement a transition plan for ensuring that it will be in compliance with subsection 21.1.2 (2) by the day prescribed by the regulations for the purpose of that subsection.

I want to emphasize the importance of the transition plan as we move forward. We cannot stop doing certain activities while we negotiate with the Province. CA's need at least 24 months, from any change in the Regulations, to rearrange the budget allocations into provincially and locally mandatory and non-mandatory buckets, work through the budget details with municipalities, complete agreements and prepare and submit our 2021 budget by fall of 2021 for municipal approval by the end of 2021.

The results of the regional governance review, however, could result in the need for extended timelines.

On Monday October 28, 2019 we are tentatively meeting with the Minister and several of his senior staff to discuss changes to the CAA. The minister has also indicated that all interested parties would be brought together in January for a full consultation (Round tables and break out groups). These meetings may also include special interest groups, CAs and municipalities. These meetings will allow the NVCA to better prepare to meet any future changes to the Regulations.

Therefore at this time, as no regulations have been approved and there is no transition plan in place from the Province, we are not yet able to make any change in our activities. We are currently waiting for consultation between the Ministry of Environment Conservation and Parks (MECP) and Conservation Authorities staff who are most familiar with the standards and requirements that need to be included in the regulation and how to modify our NVCA administrative processes to ensure we can meet the requirements as outlined in the Act.

I truly believe that the Nottawasaga Valley Conservation Authority delivers programs and services that your municipalities value. The NVCA has the scope, expertise and capacity to address several critical environmental problems facing Ontario today.

We are an organization with the skills and boots on the ground to help deliver on all our mandates. We like to think of ourselves as also being an essential partner of the Province and Municipalities in delivering a safe and protected environment for Ontarians. We will continue to inform our Municipal Partners and work together as we negotiate the regulations under the updated CAA to ensure the good work is not lost and the benefit to our communities continues.

Best,
Doug

From: AMO Communications <Communicate@amo.on.ca>
Sent: Thursday, October 24, 2019 1:57 PM
To: Denise Holmes
Subject: 2020 Ontario Municipal Partnership Fund Allocations Announced

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October 24, 2019

2020 Ontario Municipal Partnership Fund Allocations Announced

Today, the Ministry of Finance issued 2020 allocation notices from the Ontario Municipal Partnership Fund (OMPF). The total funding envelope to municipalities will decrease by \$5 million to \$500 million. These dollars are distributed to 389 municipalities across the province and provide unconditional operating support for local frontline services.

At the 2019 AMO Annual Conference, Premier Ford announced that there would be, "no changes to the structure" of the OMPF for 2020. The \$5 million reduction will come from the Transition and Stabilization Grant component in keeping with recent practice. Allocations to all other grant components remain as they were in 2019.

Letters to Heads of Council and Treasurers are being sent at this time. Allocation notices may also be viewed on the Ministry's [website](#).

The Ontario Municipal Partnership Fund (OMPF) provides unconditional operating support from the Province to municipal governments. It uses an equalization approach to address challenges in rural and northern communities, with funding based on various community fiscal health indicators.

Historical OMPF Allocations (in millions of \$):

Component	2014	2015	2016	2017	2018	2019	2020
Assessment Equalization Grant	149	149	149	149	149	149	149

Northern Communities Grant	79	79	84	84	89	89	89
Rural Communities Grant	138	138	143	148	150	150	150
Northern & Rural Fiscal Circumstances Grant	50	55	67	82	89	89	89
Transitional and Stabilization Grants	134	94	61	41	33	28	23
TOTAL OMPF	550	515	505	505	510	505	500

AMO Contact:

Matthew Wilson, Senior Advisor, mwilson@amo.on.ca, 416-971-9856 ext. 323.

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



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Association of Municipalities of Ontario
200 University Ave. Suite 801, Toronto ON Canada M5H 3C6

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Ontario Municipal Partnership Fund (OMPF)
2020 Allocation Notice



Township of Melancthon
County of Dufferin

2219

In 2020, the Province is providing the Township of Melancthon with \$173,500 in funding through the OMPF, which is the equivalent of \$148 per household.

A	Total 2020 OMPF	\$173,500
----------	------------------------	------------------

1. Assessment Equalization Grant Component	-
2. Northern Communities Grant Component	-
3. Rural Communities Grant Component	\$153,500
4. Northern and Rural Fiscal Circumstances Grant Component	\$20,000
5. Transitional Assistance	-

B Key OMPF Data Inputs

1. Households	1,171
2. Total Weighted Assessment per Household	\$481,901
3. Rural and Small Community Measure	100.0%
4. Farm Area Measure	n/a
5. Northern and Rural Municipal Fiscal Circumstances Index	1.7
6. 2020 Guaranteed Level of Support	85.0%
7. 2019 OMPF	\$175,600

Note: See line item descriptions on the following page.

Ontario Municipal Partnership Fund (OMPF)

2020 Allocation Notice

Township of Melancthon
County of Dufferin

2219

2020 OMPF Allocation Notice - Line Item Descriptions

Sum of 2020 OMPF grant components and Transitional Assistance, which are described in the 2020 OMPF Technical Guide. This document can be accessed on the Ministry of Finance's website at:
<http://www.fin.gov.on.ca/en/budget/ompf/2020>

A5 If applicable, reflects the amount of transitional support provided to assist the municipality in adjusting to year-over-year funding changes.

B1 Based on the 2019 returned roll from the Municipal Property Assessment Corporation (MPAC).

B2 Refers to the total assessment for a municipality weighted by the tax ratio for each class of property (including payments in lieu of property taxes retained by the municipality) divided by the total number of households.

B3 Represents the proportion of a municipality's population residing in rural areas and/or small communities. For additional information, see the 2020 OMPF Technical Guide, Appendix A.

B4 Represents the percentage of a municipality's land area comprised of farm land. Additional details regarding the calculation of the Farm Area Measure are provided in the 2020 OMPF Technical Guide, Appendix B.

B5 Measures a municipality's fiscal circumstances relative to other northern and rural municipalities in the province, and ranges from 0 to 10. A lower MFCI corresponds to relatively positive fiscal circumstances, whereas a higher MFCI corresponds to more challenging fiscal circumstances. For additional information, see the 2020 OMPF Technical Guide, Appendix D.

B6 Represents the guaranteed level of support the municipality will receive through the 2020 OMPF. For additional information, see the 2020 OMPF Technical Guide.

B7 2019 OMPF Allocation Notice (Line A).

Note: Grant components and Transitional Assistance are rounded up to multiples of \$100.

Denise Holmes

From: AMCTO | The Municipal Experts <amcto@amcto.com>
Sent: Friday, October 25, 2019 2:30 PM
To: Denise Holmes
Subject: AMCTO Win: Voters' List and Regional Governance Review

Update on the Voters' List and Regional Governance Review Files
[View this email in your browser.](#)



AMCTO
THE MUNICIPAL EXPERTS

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October 25, 2019

AMCTO Win: Voters' List and Regional Governance Review

AMCTO is pleased that the Minister of Municipal Affairs and Housing, Steve Clark, addressed two of AMCTO's policy priorities during his address at AMO's Fall Policy Forum today:

1. Voters' List
2. Regional Governance Review

1) AMCTO has long advocated that the voters' list for Ontario's local government elections is plagued with inaccuracies leading to difficulties in administering elections and creating a hardship for voters. AMCTO's members have consistently voiced their concerns on how it impacts the ability to administer elections effectively and efficiently.

Past AMCTO work includes three position papers advocating for a new approach and namely arguing that Elections Ontario should assume the municipal voters' list. More recently, AMCTO discussed the voters' list with Ontario Attorney General Doug Downey, Minister of Finance's Parliamentary Assistant Stan Cho, and raised concerns with Minister Clark and his team.

While details are not yet known, AMCTO is pleased with Minister Clark's leadership on supporting this key reform. We look forward to making available the expertise of our membership to aid the government on this transformative change.

For more information, please see below:

AMO: Announcement by the Minister of Municipal Affairs and Housing

AMCTO: Advocacy Win – Elections Ontario Recommends Changes to the Voters' List

AMCTO: Voters' List Submissions

2) Equally, AMCTO is pleased to learn that there will be no forced amalgamation in the context of the recent regional governance review. The Ontario government will instead be providing municipalities with resources to support local decision-making.

AMCTO advocated that any changes or recommendations regarding the review were to be made in partnership with local governments and other professionals.

For more information, please see below:

Globe and Mail RE: Regional Governance Review

AMCTO: President Presents to Regional Governance Review Panel

AMCTO would like to thank our members for their expertise and ongoing input on both files – our work would not be complete without your invaluable assistance to inform the association's policy priorities in support of more effective local service delivery.

Other notable announcements made during Minister Clark's speech include:

- A fund of \$125 million over four years to 405 small and rural municipalities. The funding will be application based and will help municipalities conduct service delivery reviews and improve the process of public service delivery.
- Ontario's 39 largest municipalities will receive \$6 million in funding annually to 2022-23 to increase effectiveness and reduce costs by supporting line-by-line reviews, audits, and other service reviews
- The government will begin consultations to potentially align provincial and municipal fiscal years, continue to consult on the Community Benefits Charges on the Development Charges Act and start consultations in November on the new Administrative Authority regarding changes to the Building Code Services.



AMCTO | The Municipal Experts

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Unsubscribe



From: Eowyn Spencer <espencer@grandriver.ca>
Sent: Friday, October 25, 2019 2:20 PM
To: Eowyn Spencer
Cc: Doina Hartley
Subject: Summary of the General Membership Meeting – October 25, 2019



Grand River Conservation Authority
Summary of the General Membership Meeting – October 25, 2019

To GRCA/GRCF Board and Grand River watershed municipalities - Please share as appropriate.

Action Items

The Board approved the resolutions in the following reports as presented in the agenda:

- GM-10-19-103 – Proposed Amendments to the Aggregate Resources Act
- GM-10-19-100 – 2020 Board Meeting Schedule

Information Items

The Board received the following reports as information:

- GM-10-19-101 – 2020 Budget Update - General Municipal Levy Apportionment
- GM-10-19-99 – Cash and Investment Status
- GM-10-19-104 – Financial Summary
- GM-10-19-102 – Current Watershed Conditions

Delegations

The Board heard from the following delegations:

- Stephanie De Grandis – Proposed Amendments to the Aggregate Resources Act
- Don McLean – Kirkwall-Hamilton Pipeline Project

For full information, please refer to the October 25 Agenda Package. Complete agenda packages and minutes of past meetings can be viewed on our online calendar. The minutes of this meeting will be posted on our online calendar following the next meeting of the General Membership scheduled on November 22, 2019.

You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.

Eowyn Spencer

Executive Assistant | Grand River Conservation Authority

400 Clyde Road, P.O. Box 729, Cambridge ON N1R 5W6
519-621-2763, ext. 2200
www.grandriver.ca

From: AMO Communications <Communicate@amo.on.ca>
Sent: Friday, October 25, 2019 11:17 AM
To: Denise Holmes
Subject: Announcement by the Minister of Municipal Affairs and Housing

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October 25, 2019

Announcement by the Minister of Municipal Affairs and Housing

This morning, at AMO's Fall Policy Forum, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, made several key announcements of interest to municipal governments across Ontario:

- The government will provide \$125 million over 4 years to 405 small and rural municipalities. This application based funding will help municipalities conduct service delivery reviews and implement process improvements in the delivery of public services.
- For the 39 largest municipalities, the provincial government will provide \$6 million annually to 2022-23 to increase effectiveness and reduce costs by supporting line-by-line reviews, audits and other service reviews.
- The government will begin consultations on aligning the provincial and municipal fiscal years. Currently, the municipal fiscal year in Ontario begins on January 1, while the provincial fiscal year begins on April 1. AMO look forward to working with the province to see if aligning the provincial and municipal budget years makes sense. It should create greater certainty as we establish our budgets.
- It is proposed that responsibility for the voters list shift from the Municipal Property Assessment Corporation to Elections Ontario. This would replace two voters lists (provincial and municipal) with one list for both elections. AMO's priority is ensuring that people are able and encouraged to vote. We will work with Elections Ontario to ensure that happens.
- On the issue of the regional government review, the Minister announced that there would be no forced amalgamations. The government will provide

municipalities with resources to support local decision-making and will not be "pursuing a top-down approach." AMO believes the province has listened to municipalities and concluded that municipalities are best positioned to determine their own governance.

Residents and taxpayers expect the province and municipalities to work together. Today's announcement is an important step in the right direction. Municipalities are keen to further modernize, and the government is clearly prepared to support municipal modernization initiatives. Today's announcement helps re-set the provincial-municipal relationship.

AMO Contact:

Matthew Wilson, Senior Advisor, mwilson@amo.on.ca, 416-971-9856 ext 323.

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



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UPPER GRAND DISTRICT SCHOOL BOARD

Jennifer Passy BES, MCIP, RPP

Manager of Planning

Board Office: 500 Victoria Road N. Guelph, ON N1E 6K2

Email: jennifer.passy@ugdsb.on.ca

Tel: 519-822-4420 ext. 820 or Toll Free: 1-800-321-4025

23 October 2019



PLN: 19-101

File Code: R02

Sent By: Email and Mail

Clerk

Township of Melancthon

157101 Highway 10

Melancthon, ON L9V 2E6

dholmes@melancthontownship.ca

To Whom it May Concern;

Re: Annual Partnership Meeting

The Upper Grand District School Board (UGDSB) recognizes the benefits of community partnerships and shared facilities to the board, students and the community at large. Cooperative and collaborative partnerships are part of the foundation of a strong, vibrant and sustainable publicly funded education system.

In accordance with Ministry of Education guidelines and Board policy, the Board is hosting a partnership meeting to identify interest in future co-build opportunities on:

Wednesday, November 6, 2019

3:30 to 4:30 pm

Wellington County Museum and Archives – Nicholas Keith Room

0536 Wellington County Rd 18, Fergus, ON

Please RSVP to Kerry Morrison, Planning Administrative Office Assistant at kerry.morrison@ugdsb.on.ca or 519-822-4420, ext. 821 by November 4, 2019 to confirm your attendance.

Information is available on the Board website; [2019 Community Planning and Facility Partnership](#).

We look forward to the possibility of working together to improve access to services, programs and supports for our students.

Sincerely,

Upper Grand District School Board


Jennifer Passy, BES, MCIP, RPP
Manager of Planning

Upper Grand District School Board

INFO#12

NOV - 7 2019

• Linda Busuttill; Chair
• Mike Foley

• Mark Bailey; Vice-Chair
• Barbara Lustgarten Evoy

• Jolly Bedi
• Martha MacNeil

• Gail Campbell
• Robin Ross

• Jen Edwards
• Lynn Topping

**Ministry of Natural
Resources and Forestry**

Strategic and Indigenous
Policy Branch

Policy Division

300 Water Street
3rd Floor North
Peterborough ON K9J 3C7
Tel: 705-755-1727

**Ministre des Richesses
naturelles et des Forêts**

Direction des politiques relatives aux
stratégies et aux affaires autochtones

Division de la politique

300, rue Water
3^e étage Nord
Peterborough (Ontario) K9J 3C7
Tél.: 705-755-1727



October 29, 2019

Re: Environmental Registry notice (019-0732) by the Ministry of Natural Resources and Forestry regarding proposal to amend three statutes and make a new regulation

Greetings,

The Ministry of Natural Resources and Forestry (MNRF) is proposing legislative changes to seven statutes and to make a new regulation under the *Lakes and Rivers Improvement Act*. The legislative changes are part of the proposed *Better for People, Smarter for Business Act, 2019*. If passed, these changes are intended to support the government's commitment to reduce unnecessary red tape and regulatory burden and modernize government to be simpler, faster and more cost-effective, while ensuring the sustainable use of natural resources and public health and safety are not compromised.

A proposal to amend the following three Acts and propose a new regulation is posted on the Environmental Registry.

1. *Crown Forest Sustainability Act, 1994*
2. *Oil, Gas and Salt Resources Act*
3. *Lakes and Rivers Improvement Act* and new Minister's regulation under the Act

The proposed amendments and new regulation are described below:

- Proposed amendments to the *Crown Forest Sustainability Act, 1994*, would if passed:
 - Enable the issuance of a "permit" to allow a person to remove forest resources from a Crown forest for non-forestry purposes.
 - Modernize the requirements for annual work schedules by removing the requirement for MNRF approval.
 - Enable the Minister to extend a Forest Management Plan.

WFO #13
NOV - 7 2019

- Proposed amendments to the *Oil, Gas and Salt Resources Act*, would if passed:
 - Allow future regulations to be made, where appropriate, to relieve existing activities from requirements that would apply to new activities.
 - Enable the use of a rules-in-regulation approach, or the mandatory issuance of approvals for more activities, subject to conditions and requirements that would be set out in regulation intended to streamline approvals for the specified activities.
 - Clarify the types of geological evaluation and testing activities captured by the definition of “well”.
- Proposed amendments to the *Lakes and Rivers Improvement Act*, would if passed:
 - Create a new Minister’s regulation-making authority in the Lakes and Rivers Improvement Act to allow the Minister to require some owners of electricity-producing dams to, where necessary, assess, monitor and report on methyl mercury related impacts to water and fish.
 - Amend an existing authority to incorporate guidelines by reference in the regulations.

Regulation Proposal

- If the proposed Lakes and Rivers Improvement Act legislative amendment is passed, the ministry proposes to develop a subsequent Minister’s regulation that if made, would require some dam owners of electricity-producing dams to, where necessary, assess, monitor and report on mercury levels in surface water and/or fish tissue. We are also seeking comments on this proposed regulation via this notice.

Owners of the twelve existing dams that currently have mercury assessment, monitoring and reporting requirements established through Ministry of Environment, Conservation and Parks issued Permits to Take Water, would, if the regulation is made, continue these requirements under the authority of the Lakes and Rivers Improvement Act and reporting would be to the Ministry of Natural Resources and Forestry. Each of these twelve Permits to Take Water were subject to consultation prior to their issuance.

New or significantly redeveloped electricity-producing dams may, if the regulation is made, require assessment, monitoring and reporting of mercury, where there is a new or expanded head pond area and/or where there are identified risks associated with human consumption of fish.

The Ministry of Environment, Conservation and Parks is concurrently consulting on a proposal to amend the Ontario Water Resources Act Permit to Take Water requirements for electricity-producing facilities. For more information, please visit <https://ero.ontario.ca> and enter 019-0545 in the search to view this Environmental Registry notice.

In addition, there are other administrative and housekeeping changes proposed for the *Crown Forest Sustainability Act, 1994* and the *Oil, Gas and Salt Resources Act*.

All proposed changes to MNRF statutes appear in the proposed *Better for People, Smarter for Business Act, 2019*, which can be found through the following link to the Bill on the Legislative Assembly, <https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-132> .

MNRF recognizes that this proposal may be of interest to you. To view the Environmental Registry notice, please visit <https://ero.ontario.ca> and enter 019-0732 in the search.

Proposed changes to the *Aggregate Resources Act* are also included in the proposed *Better for People, Smarter for Business Act, 2019* and are the subject of a separate registry proposal posting. For more information, please visit Environmental Registry of Ontario and enter 019-0556 in the search. Please note the posting related to proposed changes to the *Aggregate Resources Act* will close on November 4, 2019.

We invite you to contact Tigist Abebe at 416-314-0961 or SIPB@ontario.ca with any questions.

Sincerely,

A handwritten signature in black ink, appearing to be 'Tosh Gierak', written in a cursive style.

Tosh Gierak
A/Director
Strategic and Indigenous Policy Branch
Policy Division



NVCA Board Meeting Highlights October 25, 2019

Next Meeting: November 22, 2019, Tiffin Centre for Conservation, Utopia

For the full meeting agenda including documents and reports, visit nvca.on.ca/about/boardofdirectors

2019 Third Quarter Budget Report

On March 22, 2019 the Board approved the NVCA's 2019 budget. Quarterly reports are given to the Board to update on the status of the budget activities and any variations expected.

The following are the highlights for the first 9 months of operations of the NVCA:

- Expenditures to date are on track, with 69.40% of the budgeted expenses (75% of budget year completed).
- Revenues are tracking well, with 78.59% of the budgeted revenues recognized. This includes the first nine months of the general municipal levy of \$1,814,057.
- Program areas at this time, are tracking revenues and expenditures consistent with the approved budget and a balanced budget is anticipated.

Sharing mapping data with Greenland International Consulting

Chris Hibberd, NVCA's Director of Watershed Management Services provided a verbal update to the Board of Directors regarding sharing hydrology modelling data with Greenland International Consulting for research and development purposes.

A data sharing agreement is being drafted to ensure the share hydrology modelling data is only used for the purpose of research and development.

Once the draft is completed, staff will share the agreement with the Board of Directors for revision and review.

Meeting with Ministry of Environment, Conservation and Parks.

On October 28, NVCA will be meeting with the Minister of Environment, Conservation and Parks (MECP), as part of the pre-consultation meetings that MECP is holding with all 36 conservation authorities. The pre-consulting meetings are for an opportunity to outline the delineation between mandatory and non-mandatory services and activities, how these are currently funded, and their connections and benefits to local municipalities' priorities and the Made-in-Ontario Environmental Plan

Here are a list of documents NVCA will be bringing to the meeting

- [2019 Program Overview.pdf](#)
- [Municipal Introduction Session Slides.pdf](#)
- [2018 Annual Report](#)
- [2019 Budget](#)
- [2020 Draft Budget](#)
- [Integrated Watershed Management Plan](#)

In brief

No other items to report.

Future Meetings and Events

SERO 2019 Ecological Restoration AGM and Workshop

Dates:

November 1, 9:00 AM -November 2, 2019

Location: Tiffin Centre for Conservation, 8195
8th Line, Utopia

Lost in the Woods with campfire cookout (ages 4-11)

Date: Thursday, November 14, 2019 10:00 AM
– 3:00 PM

Location: Tiffin Centre for Conservation, 8195
8th Line, Utopia

GPS and Map Navigation (age 12-19)

Date: Thursday, November 14, 2019 10:00 AM –
3:00 PM

Location: Tiffin Centre for Conservation, 8195
8th Line, Utopia

Denise Holmes

From: Michelle Dunne <mdunne@dufferincounty.ca>
Sent: Tuesday, October 15, 2019 11:07 AM
To: Denise Holmes; Fred Simpson; Jane Wilson (jwilson@townofgrandvalley.ca); Jennifer Willoughby; Jessica Kennedy; Karen Landry; Meghan Townsend; Sue Stone; Denyse Morrissey; Ed Brennan; Mark Early; Tracey Atkinson ; Les Halucha; Carey Holmes (cholmes@shelburne.ca); Tammy McQueen; Heather Boston; nsyed@orangeville.ca; Michelle Smibert; sculshaw@amaranth.ca
Cc: Sonya Pritchard; Pam Hillock
Subject: Randell Consulting Report - POA Delivery
Attachments: GGS-2019-09-26 POA Update 10 attachment Randell Report.pdf

Good morning,

At the regular Dufferin County Council meeting held on Thursday, October 10, 2019, Council adopted the following motion from the September 26, 2019 General Government Services meeting:

THAT the report from the Director of Corporate Services/Clerk, dated September 26, 2019, with respect to the Provincial Offences Administration Space – Report #10, be received;

AND THAT the report dated September 2019 from Randell Consulting be circulated to the area municipalities for review and comment;

AND THAT the report and the feedback be incorporated into the upcoming service delivery review being undertaken by the County and the area municipalities.

Attached please find a copy of report "Delivering the Provincial Offences Court Program in the County of Dufferin" for your review and comment.

Should you have any questions, please let me know.

Regards,

Michelle Dunne|Deputy Clerk| Corporate Services

County of Dufferin|Phone: 519-941-2816 Ext. 2504| mdunne@dufferincounty.ca |55 Zina Street, Orangeville, ON L9W 1E5

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DELIVERING THE PROVINCIAL OFFENCES COURT PROGRAM IN THE COUNTY OF DUFFERIN



SEPTEMBER 2019

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Report Background and Summary

At its April 11, 2019 meeting, County Council supported a report from the Clerk/Director of Corporate Services to the General Government Services Committee recommending the completion of a “review of the Provincial Offences Court Administration (POA) with a view to determining if the service could be delivered locally in Dufferin County”.

Dating back to its meeting of May 14, 2015 and up to April 11, 2019, County Council has considered several staff reports respecting Provincial Offences Court administration.

This report has been prepared following an extensive review of the current service provided by the Town of Caledon at the Zina Street court office, a review of court operations delivered by municipalities, counties and regions across many parts of Ontario examining governance models, operational design, revenues and costs.

The Provincial Offences Act provides the legislative authority to permit a municipality to perform various court and prosecution functions where a municipality and the Attorney General sign a Memorandum of Understanding and agreement to perform these functions. Effectively, a partnership is created between the Ministry of the Attorney General (MAG) and a municipal partner to deliver services within a defined court service area.

The delivery of the POA program by a municipality includes two major responsibilities. The first responsibility is to provide court administration and courtroom support services respecting provincial offences matters. This is completed by municipal staff designated as Clerk of the Court under the Courts of Justice Act. The second major responsibility is to prosecute Part I and II charges under the Provincial Offences Act and the Federal Contraventions Act filed by provincial offences officers, including police officers, bylaw enforcement officers and other designated officers. These charges are largely comprised of offences under various Provincial statutes and local bylaws that have a prescribed set fine amount that can be voluntarily paid or is payable upon conviction. Prosecutors are employees or contracted by a municipal partner to perform this function. Most charges administered and prosecuted by a municipal partner involve driving related offences found in the Highway Traffic Act. Part II offences strictly relate to parking infractions. Currently, the Province is responsible for conducting the prosecution of more serious matters under provincial statutes that are filed under Part III of the Provincial Offences Act.

The municipal partner must satisfy requirements outlined in the POA and the Transfer Agreement including meeting operational standards and is obligated to report periodically to the Ministry and must report incidents that could compromise the administration of justice.

Assuming delivery responsibilities obligates the municipal partner to pay for its own direct costs as well as the costs recovered by MAG for adjudication services provided by Justices of the Peace, Part III prosecutions and Ministry program monitoring expenses. These costs have risen since transfer and further increases should be expected.

Offsetting operational costs is the revenue collected for fines that are imposed (less the victim fine surcharge and dedicated fines that are remitted to MAG). Revenue amounts from fines is difficult to accurately predict. Factors that are outside the control of the POA court program often lead to variances between forecasted and actual revenue received. Reasons for variances include fluctuating levels of enforcement activity; the nature of charges and the associated set fine amount imposed; the reduction / cancellation of fines that occur as part of the court process and the ability to collect fines from persons whose fines are in default. Historically, revenue distributed to municipalities has not kept pace with the increasing costs of delivering the POA program.

The completion of this report considered the concerns expressed within staff reports to County Council and comments/decisions made by Committee and Council.

These concerns/comments relate to:

- the provision of court services by the Town of Caledon on the basis that it is a community located outside the territorial boundaries of the County of Dufferin;
- the composition and responsibilities of members participating on the POA Board under the Inter-Municipal Court Services Agreement;
- the provision of space/services provided by the County including the cost recovered from the POA program;
- whether the Ministry of the Attorney General would permit the County to assume responsibility for delivering the court services program.

Over the summer, Ministry of the Attorney General staff including their legal counsel reviewed information provided by the County to assist them in responding to the question of whether it would be feasible for the County to deliver its own POA program locally should Council desire to do so. The response to the above question provided by Ministry staff on September 3rd appears below.

Thank you for your inquiry of June 14, 2019, submitted on behalf of the Council of Dufferin County.

The Council is seeking advice from the Ministry of the Attorney General on the feasibility of Dufferin County delivering its own Provincial Offences Act program locally. It is currently delivered by the Town of Caledon, a community located outside Dufferin County. We note that your proposal impacts the Town of Caledon, as well as the eight serviced municipalities within Dufferin County, but does not include representations from them.

The Ministry has carefully considered your request. However, we hope you will understand that the Attorney General and his officials cannot provide legal advice or comment on private legal matters.

The Council may wish to obtain independent legal advice in regards to this question.

Thank you again for your proposal. My team and I are available should you have any questions.

Emily Cohen-Henry

Manager, Services Support Unit | Program Management Branch, Court Services Division | Ministry of the Attorney General

A request for additional information that responds to the question was sent to Ministry staff on Sept 5th requesting a response by September 16th.

There are many conditions listed in the Transfer Agreement including topics relating to program standards, service levels, conflict of interest, relationships with the Province and stakeholders including police agencies, councillors and other court service areas, indemnification, insurance, compliance, termination clauses and others.

This report (detailed listing appears at the end of this report) recommends:

- that the Town of Caledon continue to provide services to the County of Dufferin and area municipalities;
- a change to the name and composition of the current POA Board and how council members can be better informed of activities relating to POA court operations;
- a change to the approach taken to date respecting the provision of space and the recovery of costs for use of space and other services provided by the County;
- recommendations for changes to provincial legislation and regulations;
- that the POA committee immediately consider and approve changes that offer an opportunity to improve program results in two specific areas. These areas include the collection of overdue fines and reviewing the potential for service enhancement within the prosecutors and police service areas.

Delivery of POA Court Services in Other Municipalities

POA court services are delivered across Ontario communities by 51 municipal partners. With over 440 municipalities across Ontario, most municipal partners deliver the POA program to a court service area that incorporates several municipalities.

Municipal Partner Delivery Models in Ontario

Municipal Partners delivering POA services across Ontario include small towns, cities, regions, districts, united counties and counties. There are many variations within Transfer Agreements between the Municipal Partner and the associated Court Service Areas (CSA). A Municipal Partner under the Transfer Agreement is not always an upper tier government.

Where a regional or county government exists, there is no requirement for the municipal partner delivering the service to be either the regional or county level of government. There is also no requirement for the municipal partner to be located within the same territorial boundary of the area receiving the service.

Examples include the CSA encompassing Halton Region municipalities where the Municipal Partner is the City of Burlington. The CSA that covers the County of Grey and County of Bruce is managed by the County of Grey. The City of Guelph delivers the service to Guelph and the remaining communities in the County of Wellington. The City of Barrie delivers the service to Barrie and the other communities within Simcoe County as does the City of Windsor for the other Essex County communities.

Where a County is the Municipal Partner, which comprises slightly less than 1/3 of the total of all Municipal Partners, the location of the court administration office and courthouse is normally located in the largest city/town within the County.

While most Municipal Partners provide services to a CSA for POA charges filed resulting from activity occurring only within their own territorial boundaries, there are examples where the Municipal Partner, by agreement, provides the service to communities outside their territorial boundaries. Examples include the City of Windsor servicing Essex County; Grey County servicing Bruce County; and the Town of Caledon servicing Dufferin County.

Local towns and communities within a court service area are often over 50km between towns and the court office. Areas where this occurs include Lambton County, Huron County, Bruce and Grey Counties, Durham Region, and London/Middlesex. This is also quite common in many parts of Northern Ontario.

Since the earliest transfers in the late 1990's to the final transfer in 2002, there has been no change in the composition of municipal partners. Where a group of municipalities are served by a municipal partner an Inter-Municipal Court Service Agreement (IMA) exists.

The IMA document describes how the service is organized, how sharing of revenue after costs is determined, the role of the municipal partner and the serviced municipalities and who participates on the POA Board/ Liaison Committee.

The Current Inter-Municipal Agreement (IMA)

The Caledon/Dufferin POA Board normally meets in the early Spring and in the Fall. The Spring meeting includes a review of previous year and first quarter statistics and includes a review of the financial audit of the POA program that is prepared by an outside accounting firm. The Fall meeting includes a review of the draft budget for the following year. Meetings also include discussions of various issues.

In recent years, these meetings have discussed use of space, including efforts to reach agreement with the County on a new lease (expired December 2016), updating the Dufferin Municipal Provincial Offences Act Board Constitution (the "Constitution") and the IMA. Completion of the two activities outlined above have been delayed due to the overriding issue of whether it is desirable or feasible for the County (or potentially a local municipality) to assume program delivery responsibility from the Town of Caledon by entering into its own agreement with the Ministry of the Attorney General.

The current "Constitution" was prepared at some point after the Town of Caledon signed the Transfer Agreement with MAG to assume POA responsibilities for the Dufferin Caledon Court Service Area in March, 1999.

An Inter-Municipal Service Agreement was approved and signed by the County of Dufferin and the Town of Caledon in November, 1998. The effect of the agreement was to recognize the Corporation of the County of Dufferin as a serviced municipality within the court service area and that the Town of Caledon (the Town) would be the Municipal Partner.

An agreement was also signed by each municipality in the County. As municipal partner, the Town of Caledon accepts responsibility for performing all services required under the transfer agreement they signed with the Attorney General of Ontario.

The Constitution describes the establishment of a committee of representatives from serviced municipalities and the County together with the Town of Caledon and is known as the POA Board for Dufferin Court Services (the Board).

The objectives of the Board outlined in the Constitution are to:

- monitor and provide input to the Town regarding the administration of responsibilities under the POA as it relates to court administration, court support functions and prosecutions for POA Part I, Part II and Part III charges within the Dufferin Court Service Area;

- annually approve the budget for the Dufferin Court Service Area;
- meet on a quarterly basis to consider and discuss regular business matters;
- receive an annual Financial Audit Statement;
- approve the schedule of future Board meetings.

Membership on the Board includes representatives from each municipality, the County and the Town of Caledon. The Town of Caledon and the Town of Orangeville each have two members.

The Constitution defines a Member as a member of staff or council appointed by the respective Municipal Partner to the Board.

In 2014, the Town of Caledon expressed their concern that members on the POA Board should only be staff representatives. Based on a review of other inter-municipal/regional/county boards it was identified that there was no political representation on other POA Boards.

More recently, the County of Dufferin at its April 11, 2019 meeting, agreed that the County representative on the POA Board would be the sitting Warden. Current membership also includes several councillors from area municipalities within the County.

As the Municipal Partner and at their cost, the Town of Caledon obtained a legal opinion from external counsel on the question of whether it is appropriate for a member of a municipal council to be appointed to the POA Board. The opinion indicates that sections of the Provincial Offences Act and the Transfer Agreement support the position that a member of a municipal council should not be a sitting member of a POA Board. Sections of the POA, including subsections 162(1), 167(1), 174 and 175.1 set out who may perform functions designated in the Transfer Agreement that are assigned to a municipality. The functions are to be performed by employees of the municipal partner. Where an Inter-Municipal Agreement between municipalities exists, the functions may be performed by a combination of employees within the municipalities. This would preclude members of council who are not employees.

The principles of the transfer include maintaining the integrity of the administration of justice, judicial independence and fair hearing, some individuals may take the position that appointing members of council to a POA Board could inappropriately influence the achievement of these principles.

Staff representing various Dufferin municipalities have drafted a revised Inter-Municipal Agreement to reflect changes for consideration by the Board. Action on this has been paused until such time as the County finalizes its review of program delivery. Membership of the POA Board/Committee does not always require a representative from every municipality to attend meetings. In other court service areas, representation is shared among smaller municipalities.

This is an effective way to increase efficiency and helps to better manage time and make it easier to schedule and hold meetings. Within the group of eight municipalities that comprise the County along with the County of Dufferin and Town of Caledon, scheduling a meeting requires finding common dates for ten or more individuals.

Almost 80% of the total revenue distributed in 2018 went to three municipalities - Orangeville, Mono and Shelburne. This generally aligns with the caseload distribution. The County of Dufferin is the "landlord" and recovers nominal costs associated with providing space and supporting services. The County does not share in net revenue.

It is important that members of council and the community have access to information respecting key activities of all departmental activities, including the POA court program. Implementation of these recommendations will provide a balance between the important role of the advisory committee and the need for transparency when delivering municipal programs.

It is recommended that the Inter-Municipal Agreement be amended as follows:

- ***The POA Board should be renamed the POA Liaison Committee to better reflect the advisory capacity of their role;***
- ***Membership on the committee be revised to include two staff representatives from each of Orangeville, Mono and Shelburne and a total of two members from the group of Amaranth, East Garafraxa, Grand Valley, Melancthon, and Mulmur. The two members of the five smaller municipalities would rotate between the group on either a yearly or other pre-determined basis. Members should be senior staff and include a treasury official. County of Dufferin staff would attend when facility related issues arise. The proposed membership recognizes that Orangeville, Mono and Shelburne activity comprises approximately 80% of the caseload. The Town of Caledon would continue to have two members and perform the duties of Chair. Quorum would require a minimum of four attendees including at least one member from each of Orangeville, Mono, Shelburne and Caledon. Minutes of all meetings would be distributed to all members.***

The POA Liaison Committee will:

- ***serve as a liaison between the Town of Caledon (as Municipal Partner) and the serviced municipalities on all matters related to the operation of the program;***
- ***review reports submitted by the Town of Caledon and make recommendations to the Town of Caledon that support the mutual objective of operating an efficient program;***

- *review and recommend for approval by the Town of Caledon the annual budgets and in-year adjustments presented by the Town of Caledon staff respecting the costs of operating the program in Dufferin County and the distribution of revenues;*
- *review with the Town of Caledon, issues that may arise within municipalities that may impact the program;*
- *review at the Spring meeting the independent audit report and the annual program activity report prepared by the Town of Caledon that outlines key performance metrics including caseload volumes, expenses and revenue collected/distributed, audit details, service standards, successes, upcoming challenges and emerging issues;*
- *ensure that a copy of the annual report and audit report is presented to all municipal and county councils for information;*
- *process requests for additional information from Council that may be received by committee members and respond accordingly.*

Service Delivery within Dufferin County

Since the 1999 transfer of responsibilities from MAG to the Town of Caledon, the POA program has operated at the Dufferin County courthouse located in Orangeville. During the first five years, this location processed Dufferin County and Caledon POA charges until the new Provincial Offences Courthouse in East Caledon was built and opened in 2004.

Located at 55 Zina Street, Orangeville, occupying space in the new addition built in 2012 there is a POA court public counter and administration space, an intake courtroom, a modern trial courtroom built to MAG jury room standards (leased to MAG until December 31, 2019 and when not used for POA matters), judicial chambers and office space. The County building, in addition to serving as the County administration centre, also functions as a courthouse with space leased to MAG for criminal and other matters heard by the Ontario and Superior Courts of Justice. Consistent with a growing number of municipal partners, the POA program operates within space that is physically separate from provincially administered courts dealing with criminal and other court matters. Although both programs operate within the same building complex, service delivery is designed in such a way that recognizes provincial offence matters are different than criminal and other court matters.

Staff performing Clerk of the Court functions for POA matters at the County office are employees of Caledon. Prosecutors are either Caledon staff or contracted by Caledon. Court administration and court support supervision is provided by an on-site Supervisor and the Court Services Manager based in Caledon who is also the Chair of the Dufferin Caledon POA Board. The Town Solicitor for Caledon is the Manager of Legal Services including Prosecution services. All administrative support functions including Human Resources, Payroll, Accounting, Finance, Legal Services and Corporate oversight is provided by the Town of Caledon.

Court Service Area Caseload Details

The yearly volume of charges (2018) that are managed by a Municipal Partner range quite significantly with Toronto being the largest partner at over 340,000 charges and a group of nineteen municipal partners each having fewer than 10,000 charges, including some with under 5,000 charges. The geographic size of a court service area also varies significantly. Areas that have large populations and high volumes of traffic, normally associated with large, urban centers have higher POA charge volumes.

CSA's with smaller caseloads are often associated with lower populations and fewer vehicles travelling through a very large geographic area. This is frequently the case in smaller towns and many parts of the North, West and East regions of Ontario. In this scenario, a CSA often includes several towns and smaller cities within the catchment area. The municipal partner is generally the largest city/town within the CSA where the base court office is located. Where a CSA covers a large geographic area there may be one or more satellite locations with services scheduled periodically, including court sessions presided over by Justices of the Peace.

In 2018, the Town of Caledon POA program managed a total of 33,904 charges. This includes 20,751 charges relating to the Town of Caledon and 13,153 charges relating to the communities within Dufferin County. The court computer system used by all POA courts in Ontario is designed to record activities between jurisdictions. Caledon and Dufferin each have its own unique identifier which provides the Court Manager and MAG the ability to report on key activities between the two areas.

For the twelve-month period ending June 2019, a total of 26,433 Part 1 charges under the Highway Traffic Act have been filed within the Caledon and Dufferin court service area. When adding the over 2,100 charges involving offences in the Ontario Compulsory Automobile Insurance Act, a total of 87% of the POA court caseload involves motor vehicle operators and owners.

Were Dufferin County to administer its own POA program as a Municipal Partner, the 2018 caseload of 13,153 charges would be larger than 12 other counties/united counties and slightly smaller than four other counties/united counties. The four larger municipal partners who are Counties and their 2018 caseload volumes are the County of Hastings (16,186), Grey County/Bruce County combined (14,724), the United Counties of Stormont, Dundas and Glengarry (14,694) and the United Counties of Leeds and Grenville (14,215).

The volume of Part I and III charges recorded for the Dufferin/Caledon Court Service Area for the period 2015-2018 is shown in the following chart.

Year	Total Caledon Court Service Area			Town of Caledon				County of Dufferin			
	Data source			OCJ less POA Board material				POA Board material			
	Part 1	Part 3	Total	Part 1	Part 3	Total	% of total	Part 1	Part 3	Total	% of total
2015	35511	3065	38576	23549	2451	26000	67.4%	11962	614	12576	32.6%
2016	31491	3261	34752	20730	2387	23117	66.5%	10761	874	11635	33.5%
2017	29438	2815	32253	18125	2103	20228	62.7%	11313	712	12025	37.3%
2018	31021	2883	33904	18868	1883	20751	61.2%	12153	1000	13153	38.8%

With over 20,000 charges, the Town of Caledon court service area, excluding Dufferin County, would remain among the largest 15 municipal partners across Ontario.

The distribution of recent annual Part I and III caseloads and the number of Municipal Partners in each range are as follows:

Over 100,000 (3) Toronto, York Region and Ottawa

50,000-99,999 (7) Barrie including Simcoe County area, Brampton, Hamilton, Mississauga and the Regions of Durham, Halton and Waterloo

20,000 – 49,999 (5) London, Windsor including Essex, Caledon including Dufferin, Niagara Region and Guelph including Wellington

14,000-19,999 (4) Thunder Bay, Peterborough, Hastings County and the United Counties of Stormont, Dundas and Glengarry

There are 15 court service areas each with an annual caseload of between 10,000 and 14,000 charges, 10 court service areas with between 5,000 and 10,000 charges and 7 court service areas with less than 5,000 charges. The Town of Espanola also provides services to the Town of Elliot Lake and three other local communities as one Court Service Area with a total caseload of less than five thousand charges.

POA Program Staffing

A municipal partner responsible for delivering court services to multiple locations within the Court Service Area, as does the Town of Caledon, allows the partner to distribute, between sites, some operating costs, including salary and benefits. This enables the municipal partner to move trained staff resources between locations to provide coverage in response to workload demand. The ability to share resources is particularly helpful when office staffing levels are below normal due to staff vacancies, illness, vacation, training, etc. The sharing of staff is also possible where court sessions between different courthouses are held on different days and times as is the current case with Caledon and Dufferin. The POA program operates with staff who are trained to operate unique court case management applications and are skilled in performing court clerk and prosecution duties. The program must be able to provide service in English and French. Management and corporate oversight responsibilities are also shared resulting in greater organizational efficiency at a lower cost.

Delivery of the POA program requires that staff maintain good relationships and share information with external groups. With a significant portion of the caseload involving traffic violations, there is regular communication with Ministry of Transportation and ServiceOntario staff.

Coordination of common services to maximize purchasing savings occurs regularly by meeting with other municipal partners to identify and obtain suppliers for products including various court forms including notices used by enforcement agencies, data entry, collection services, audio recording services, etc.

A review of POA programs operating in other parts of Ontario, including areas within the Western Ontario Warden's Caucus, indicates that the current level of staffing and associated costs to support Dufferin-Caledon court operations is low in comparison.

The opportunity to share resources between the two offices that are within reasonable driving distance is a significant factor in this finding. This is not to suggest that other court programs are operating at higher levels than required to deliver quality services that meet both municipal and provincial expectations.

The volume of charges processed and administered together with the number of operational courtrooms, public offices/ counters, trial caseload and efforts required to collect delinquent fines within a court service area are key factors when determining the number of program staff.

All POA court offices must be open to the public during the hours of 8:30 to 4:30 Monday to Friday, excluding holidays. The courtroom schedule is determined by the judiciary and is communicated to the court manager for the purpose of scheduling court dates and times.

The cost allocation for staff and benefits recovered from Dufferin municipalities relating to front line, courtroom, prosecutions and finance staff to operate the Dufferin office in 2018 was \$421,000. The cost for staff and benefits for the Caledon office in 2018 was \$960,000. Added together, the total cost to provide POA court administration and prosecution services to Dufferin and Caledon was \$1,381,000.

2018 salary and benefit costs in Niagara Region, where there is a similar caseload at just under 32,000 charges was \$1,756,000. Their facilities are larger with more courtrooms operating along with a dedicated team of staff responsible for collecting overdue fines. In late 2018, Niagara Region consolidated courthouses into a central facility which will impact future operating budgets.

The City of Burlington operates the POA program for municipalities within the Region of Halton. In early 2019, Burlington opened a newly built POA courthouse as part of their growth management plan. The new facility replaces court space that previously existed in Milton and another location in Burlington. With a court caseload that is double that of Dufferin and Caledon combined, the new location provides additional courtroom capacity and can support administrative tribunal hearings operated by the City. The salary and benefit cost for 2019 is about \$2.8 million. This includes court staff, prosecutions staff and a dedicated team of collection staff.

The salary and benefits budget relating to only court administration and courtroom support staff for the Counties of Grey/Bruce, Hastings and Lambton, each having 2018 caseloads comparable to Dufferin, are shown below.

LOCATION	SAL/BENEFIT COST	VOLUME OF CHARGES(CASELOAD)
Grey/Bruce:	\$489,000	14,724
Hastings:	\$504,000	16,186
Lambton:	\$404,000	11,597
Dufferin:	\$321,000	13,153

Based on the above information, it would not be unreasonable to anticipate that the annual cost of operating the POA court program would be higher should the County or a Dufferin municipality consider assuming program responsibilities for the Dufferin POA program.

Salaries and benefits to deliver POA administration and courtroom support services locally would likely increase by about \$100,000. The delivery of the prosecutions program would also need careful consideration. The county or local municipality would need to assign a lawyer to assume the responsibility for prosecuting POA matters. Where the prosecutor is not a lawyer, the Transfer Agreement requires that they be supervised by a lawyer designated for this purpose. This expense would very likely exceed the \$70,000 cost of having this service currently provided by Caledon where the program is supervised by the Town Solicitor.

This does not include costs associated with corporate oversight or the involvement of other staff providing program support in the areas of Human Resources, Legal Services, Facilities, Information and Technology, City Clerk, Treasury, Payroll, Purchasing, Budget Office and others.

The focus over the past several years to find and implement efficiencies within the public sector often creates a lack of capacity within corporate service areas to assume responsibility for a new program. The CAO report to the July meeting of Council discussing plans to commence a service review includes a statement “that county operations are deeply impacted by a lack of capacity.”

County Council has endorsed the service review with the objective of finding ways to deliver services that result in cost savings or enhance public value. The review will involve local municipalities and explore opportunities to share municipal services/resources.

The current partnership with the Town of Caledon to deliver the POA program in Dufferin County, supported by a liaison committee comprised of Dufferin municipalities, is a good example of inter-municipal partnership that goes beyond the boundaries of the County and offers good public value.

If there was a way to bundle corporate support and legal supervision into one position, the cost would easily be in the range of \$100,000 per year. When added to the existing staff costs, it would be reasonable to expect that moving to a locally operated POA program would increase annual staffing costs by about \$200,000. This would represent approximately one third of the total revenue that was distributed to Dufferin municipalities in 2018.

Other Cost Considerations

There are several uncontrollable costs associated with operating a POA program. Examples include preparing and providing transcripts for which payment received may be less than the actual cost, use of interpreters, supplying various court forms to individuals and enforcement agencies, mailing costs associated with required notices, etc.

Costs for specific services provided by the Ministry of the Attorney General that are recovered by municipal partners include:

- The cost of Justices of the Peace to preside over POA court. The current rate of \$300 per hour is billed. In 2018, the cost was just under \$65,000;
- The cost of providing Provincial Prosecutors to prosecute Part 3 charges. The current rate of \$109 per hour is billed. In 2018, the cost was just under \$7900;
- The cost of incurred by MAG to monitor the performance of municipal partners. This is a fee intended to fully recover MAG costs and is distributed across all municipal partners. In 2018, the cost was \$6258.

The above charges are reviewable by MAG and were last increased on January 1st, 2016. The Transfer Agreement permits MAG to adjust rates periodically and future increases can be expected.

Over the last three or four years, the Ministry has been working towards implementing a new model that would transfer responsibility to municipal partners, the prosecution of Part III matters currently prosecuted by MAG employees or their contracted agents.

Municipal partners understand that there may be significant cost implications associated with this change. At this time, it remains uncertain how or when the Ministry would move ahead with implementing this model.

Program staff employed by the Town of Caledon are knowledgeable and experienced in performing their statutory functions and are supported by other individuals with the Town of Caledon including senior staff and colleagues in various departments. Sharing resources between the two court locations on a regular basis ensures public services are not interrupted and the model makes effective and efficient use of staff at a lower total cost.

It is recommended that the Dufferin POA program continue to be delivered by the Town of Caledon. Moving to a locally delivered program would result in higher costs/less revenue to Dufferin County municipalities without providing residents with any additional service benefits.

Allocation of POA Program Space

A municipal partner must ensure that facilities meet provincial courthouse design and accessibility standards.

Following completion of the Zina Street addition in late 2011, a Memorandum of Understanding (the MOU) between Dufferin County and the Town of Caledon outlining the allocation of space was executed resulting in the Town of Caledon moving the POA program from space on Louisa Street to the newly built space. The MOU covered the period from January 1, 2012 to December 31, 2016 ending after the expiry of the one-year renewal period. The MOU includes provisions for extensions, termination and review. Briefly, in exchange for \$12,000.00 plus HST per year along with payment for phone/internet services bills and the cost of adding/replacing phones, the Town of Caledon is provided 654 square feet of office space, access and utilization of the associate common areas including the Judicial Chambers at 55 Zina Street along with telephone training and support with access to a secure rack in the Dufferin server room. Space was also provided for archived files in the basement (no longer used). The main courtroom (Courtroom 103) and the intake court are provided for a minimum of two days per week being Wednesday and Thursday, as mutually agreed upon annually prior to August 30th each year. Provisions also exist to accommodate the use of Courtroom 103 by the Ministry of the Attorney General.

In the absence of a new agreement with the Town of Caledon, the terms of the MOU have applied on a month to month basis. Both County and Town of Caledon staff are anxious to conclude discussions on the use of space.

The delay in reaching an agreement is due to three factors. First, County and municipal staff have been working on Councils' request to investigate options relating to POA delivery. Secondly, there are pressures to accommodate Council and County staff requirements resulting in a desire to review the use of space on the ground floor of 55 Zina Street. Lastly, the use by MAG of Courtroom 103 for criminal or other non-POA matters presented logistical scheduling challenges that often included the relocation of POA hearings to Louisa Street courtrooms.

The County is about to embark on a renewal of its lease with the Ministry of the Attorney General. The Ministry has recently indicated that effective the end of this year, they will no longer use Courtroom 103 and associated space on the ground floor. There is also some vacant space within 10 Louisa Street. The work leading up to a new lease provides an opportunity to examine how the space on the ground floor could be used. The associated space includes office and meeting space previously used for judges and jury panels that would not be required to deliver the POA program. The small kitchenette inside the jury deliberation room could be sectioned off from the remaining space and that space, together with other unused space could be used to deliver County services.

The Town of Caledon would prefer to remain on the ground floor level as administration and courtroom services are adjacent to each other. The separation between the POA operation and the court services delivered by the Ministry is an approach that is often preferred by municipal partners. The ability to distinguish between responsibilities of the Ministry and a municipal partner is important.

The Provincial Offences Act describes the duties of a municipal partner and these involve supporting the administration and court support functions related to provincial offence charges. The level of trial court is presided over by Justices of the Peace. Where either a defendant or prosecutor elects to appeal a decision made by a Justice of the Peace, they take this action to the Ministry administered appeal court presided by a Judge. In the case of Dufferin, this occurs at 10 Louisa Street. To ensure that the two functions are independent, it is important to take this into consideration when allocating space. As the POA program has operated at its current location for several years, continuing this practice would be beneficial.

It should be possible, as part of upcoming lease discussions, to continue this service at 55 Zina Street with some of the space identified earlier being reallocated for County use. Whether the County or Caledon operates the program, this arrangement should be possible.

The County had previously considered making renovations to Courtroom 103 to support meetings of County Council and other quasi-judicial hearings. The cost of making such changes was a concern and Council took steps to identify whether their meetings could be held in the Town of Orangeville council chamber. The findings were supportive and the first meeting of County Council at the new location has recently taken place. This is a cost-effective option and avoids significant expense and service disruption.

There are advantages to having a public service counter on the ground floor. With the notification from MAG advising they no longer require the use of space on the ground floor, consideration should be given to identify, if so desired, how a second public counter could be constructed that serves both the needs of the POA court and those of the County.

Although some POA services are available on-line there are several actions that must be performed in person. Attending court dates for trials and other hearings must be done in person. There is still a segment of the population that prefer to pay fines in person.

Reasons for this vary and include avoiding the on-line payment service fee, ensuring they have a court issued receipt of payment, not having credit/debit cards or even a bank account.

When a fine is imposed following a court proceeding many individuals pay their fine before leaving the courthouse knowing that their obligation has been fully met. The 55 Zina Street POA court area offers efficient public access and includes work areas for an increase of staff as recommended later in this report.

Should the POA program continue to be delivered by the Town of Caledon, action is required to either renew or amend the MOU respecting use of space. The practice of allocating a nominal cost of \$1000 per month plus the actual costs of telephone services should be replaced with an amount that reflects a reasonable base rent and actual operating costs.

Cost of Space

The cost of providing and maintaining space to operate the POA court program is one of the largest non-staff related program expenditures incurred by municipal partners.

The practice in Dufferin to date has been to collect a nominal amount of \$1000 per month plus costs for telephone and internet service for operating the POA program. This amount is recovered from the fine revenue collected. As is the case with all other operating costs, this expense reduces the share of net revenue distributed among Dufferin municipalities. In 2018, a total of just under \$597,000 was distributed to Dufferin municipalities.

The distribution of net revenue is based on the total amount of fines collected in respect of charges issued within each municipality. Over the last five years, The Towns of Mono, Orangeville and Shelburne collectively received 79.6% of the total \$2.444 million in net revenue. As a percentage, the distribution to each municipality was: Orangeville (33.13%), Mono (30.65%), Shelburne (15.82%), Melancthon (6.09%), Amaranth (4.54%), Mulmur (4.24%), East Garafraxa (3.17%) and Grand Valley (2.37%).

Whether the space used to deliver the Dufferin POA caseload portion of the program exists solely at 55 Zina Street or is shared with another location, the actual space cost should be included in the total program cost. To do otherwise means that net revenue is over-stated, and the cost of operations is understated.

The Municipal Benchmarking Network of Canada (MBNC), formerly known as OMBI- Ontario Municipal Benchmarking Initiative <http://mbncanada.ca/ontario-municipal-benchmarking-initiative-goes-national-and-becomes-municipal-benchmarking-network-canada/> includes POA Court Services as one of its measured programs. Ten Ontario municipal partners provide annual data representing key program measures including information that reflects the total cost to administer POA services on a per charge basis. Capturing all operating costs, including costs for space, provides information that is useful to any municipality interested in knowing how their service performs against others.

When compared against the MBNC group median cost per charge of \$87.83 (2017 data), the 2018 cost for Caledon was \$67.56 and for Dufferin it was \$47.44. The cost for the combined operation was \$59.75. Both values are significantly lower than the MBNC group.

Other municipal partners not part of the MBNC group who are similar in size to Caledon and Dufferin caseloads include the County of Hastings and the Counties of Grey/Bruce.

Their respective costs per charge are \$75.95, \$76.45. Facility costs for Hastings was \$135,000 to support 16,186 charges and for Grey/Bruce \$88,000 with 14,724 charges.

The uniqueness of every courthouse location influences the design of operations and staffing levels that, along with fluctuations in charge volumes, has a bearing on the operating costs. The data compiled and available through the MBNC program is a good source of information that allows for a comparison between municipalities. Comparing costs of individual court areas with your own provides a municipality with an opportunity to investigate possible differences and explore whether efficiencies exist and determine how improvements can be implemented.

A review of the operating expenses related to space incurred by several municipal partners suggests that a substantial increase above the current rate would be required if Dufferin County were to recover its actual costs for providing space to operate the POA program.

It is recommended that as part of the upcoming lease negotiations respecting MAG space, the County review and determine an appropriate cost for space and services provided to support the continued operation of the POA program at 55 Zina Street and include this in a new lease with the Town of Caledon.

Revenue Considerations

The trend across the Province has shown that the cost of delivering the POA program has generally increased each year. Off-setting revenue, predominantly consisting of fine revenue collected, has either remained consistent or fluctuated marginally. The five-year average for the period 2009-2013 shows the ratio of expenses to revenue in Dufferin County as 42% versus 58%.

The five-year average for the period 2014-2018 shows the ratio of expenses to revenue as 54% to 46% with 2018 being 51% to 49%. While the trend shows the increase in costs, the results for Caledon and Dufferin are much better than many other POA programs.

Several municipal professional organizations have encouraged Ministry of Attorney General and Ministry of Finance staff and politicians to take action that would allow for increased costs to be recovered. While there has been limited movement on increasing fines for many offences, there has been less movement on Provincial Regulations related to the recovery of court costs and other fees. Submissions to Ministry of Attorney General staff have been made that include detailed analysis of actual costs compared to the lower costs recovered by the current regulation. Several changes to the POA that give authority to court staff to assist the public in other ways, freeing up the limited availability of Justices of the Peace allowing them to concentrate on adjudicating disputes and other more important duties, have also not been enacted.

The ability to add unpaid fines to the property tax account where the person who owes a fine is the same as the person who owns property is helpful. The reality is that most property is jointly owned. Despite repeated requests to the Ministry of Finance requesting an expansion of the current limitation in s. 441.1 Unpaid Fines under the Municipal Act, there has been no appetite to do so.

It is fair to say that people who do not pay their fines either on time or at all, have not fully complied with the court order. Processes exist to provide individuals with additional time to pay a fine recognizing that there are instances of financial hardship that need to be addressed. For those who avoid payment, there are increased program costs. These costs, borne by the municipal sector that administer the POA program, results in lower municipal revenue available to offset delivery of the POA program or other municipally operated programs that, in turn, impacts municipal tax payers. As the Province collects the Victim Fine Surcharge added to fines, less revenue is received.

These are examples of opportunities where the Province can help municipalities improve the ratio between expenses and revenue. In addition, the Province would benefit from increased revenue.

It is recommended that the Council of the County of Dufferin write to the local MPP for Dufferin-Caledon requesting that the Province take action to implement changes made to the Provincial Offences Act that have not yet been enacted; to support changes to POA regulations by increasing court costs necessary for municipalities to operate the POA program and that the Municipal Act be amended to allow for expanded use of the property tax roll to collect unpaid fines.

Opportunities to Improve Program Results

Increased Focus on Collection of Unpaid Fines

During the twenty years since the POA transfers from the Province started, municipalities have implemented various changes to long-standing practices, have introduced more technology enabled processes and have increased their focus on the challenge of collecting overdue fines.

Over the ten-year period of 2009-2018, the cumulative cost of delivering the program in Dufferin County was \$4.988 million. After deducting costs, the distribution of net revenue to Dufferin municipalities was \$5.362 million.

In 2018, the cost to deliver the program was \$624,000. The revenue collected was \$1.220 million resulting in the distribution of \$596,000 to Dufferin municipalities.

As is the experience with most municipally operated programs, costs generally rise as the years go by. The amount of revenue collected from fines has not kept pace with the cost of delivering the POA program. Enforcement activity varies year to year as do the type of offences and associated fines. The amount of fine revenue to be collected is variable and is a result of the fine penalty imposed and those subsequently paid. Many fines go into default and are not paid.

Changes made to the Provincial Offences Act and the Municipal Act over the past twenty years has resulted in some improvement in the ability of municipal partners to collect unpaid fines.

Many municipalities have resorted to including staff within the POA program that are dedicated to collecting unpaid fines. The experience of municipal partners that employ collection staff has resulted in the collection of additional fine revenue that exceeds the cost of employing collection staff.

Across Ontario, voluntary compliance by persons ordered to pay a fine continues to be a challenge. Municipal partners have, for many years, resorted to contracting with collection agencies to locate and contact persons who owe fines to encourage them to pay. While this is a successful strategy, and the costs of using collection agencies are added to the amount collected, other strategies are available.

More and more municipalities are taking advantage of the opportunity to participate in Inter-Municipal Agreements that allow access to the property tax roll for the purpose of adding unpaid fines to the tax account.

Many municipalities have introduced pro-active steps that include having staff contact debtors before collection action has been taken, which in many cases can include informing the Ministry of Transportation of unpaid fines resulting in either/both the suspension of a driver licence or non-renewal or purchase of a licence plate. In both cases, the Ministry imposes additional administrative fees that are collected when the debtor seeks re-instatement. Other remedies include the use of garnishment, issuing writs that are attached to property, and working with debtors who may genuinely need additional time to pay a fine. Early contact with debtors alerting them to the additional costs and sanctions they face often results in agreement to pay the fine.

The POA operation in Caledon implemented a pilot program in 2016 and following budget approval, has had a dedicated collection clerk since early 2017. Results to date demonstrate that the value of fines collected exceeds the cost of maintaining the position. While the overall total of unpaid fines at the end of 2018 is higher than it was in 2016, annual growth in the value of defaulted fines has been lower since 2016. This is attributed to having a dedicated staff person collecting fines.

Unpaid fines do not go away. They are one of very few debt types that survive bankruptcy. As the age of unpaid fines increases, they become more difficult to collect. Having dedicated staff trained in debt collection has become an important part of municipal POA programs.

Between 2016 and 2018, the balance of unpaid fines within Dufferin County has increased by almost \$200,000 bringing the total balance of unpaid fines to \$2.8 million. At the end of June 2019 across Ontario, over \$1 billion dollars in POA fines (excluding fees and other costs) are in default. While some of this total relates to fines that are more than ten or even twenty years old and could go back up to thirty years, the provincial balance as of the end of June 2019 has increased by over \$46 million since December 2015- a period of just 3 ½ years.

A review of MAG provided statistics that appear on the website of the Ontario Court of Justice shows the breakdown of the \$1 billion dollars involving over 3 million charges. Close to 70% of this total relate to convictions under the Highway Traffic Act (\$321M) and the Compulsory Automobile Insurance Act (\$377M). The balance of unpaid fine amounts is distributed across many other Provincial statutes. These figures do not reflect the total amount of fines that may have been written off by municipal partners and closed out on the database.

Municipal partners have long advocated for further changes to provincial legislation to strengthen collection sanctions that improve fine collection results. Most people do pay their fines, especially those who are ticketed under the Highway Traffic Act where the suspension of a driver's license can occur. It is important that everyone pays their fine, including those persons, businesses, etc. who are ordered by the court to pay large fines as a result of their behaviour relating to contraventions under various provincial statutes.

The Town of Caledon advises that the salary and benefits cost of adding a collection coordinator would be approximately \$73,000.

It is recommended that the Dufferin POA program include a collection coordinator position as soon as possible. For the first year, the program budget should be adjusted to reflect the additional expenditure of \$73,000 with the cost offset by \$146,000 in revenue representing about 5% of the total unpaid fine balance.

It is recommended that the first-year efforts should include discussions with Dufferin municipalities that lead to their approval to enter into Inter-Municipal tax rolling agreements among themselves along with areas surrounding the County. This would cover several jurisdictions where individuals, when in Dufferin County, were convicted of an offence and ordered to pay a fine that remains outstanding and who may own property outside the County. The results of adding this position should be reviewed at the end of 2020 and adjusted as required.

Service Enhancements within Police and Prosecutions Areas

Under the Provincial Offences Act, provincial offences officers are responsible for determining whether to use the proceedings outlined in Part I or III of the POA. Provincial offences officers include police officers, by-law enforcement officers and other authorized individuals who perform enforcement functions.

The Part I proceeding is used where it is determined that the offence is less serious in nature and can be settled by way of issuing a "ticket" that includes a set-fine and costs together with options that the recipient can choose from in order to respond to the alleged offence. These options include paying the amount stated, meeting with the prosecutor or electing to have a trial. The overwhelming majority of POA charges filed in Ontario, including in Dufferin County, are those where the Part I proceeding is selected by the issuing officer. In Dufferin County, of 13,153 charges filed in 2018, 12,153 (92%) were Part I charges.

Part III charges involve allegations of more serious conduct where an officer determines that a mandatory court attendance is necessary. In these cases, there is no option to settle out of court by paying a fine. Depending on the provincial statute involved, these charges are prosecuted by either the Ministry of the Attorney General or a prosecutor from another Ministry as, by way of example, is the case where the Ministry of Labour is involved. There are also instances where allegations of breaches of by-laws can proceed under Part III and these may be prosecuted by municipal legal staff or lawyers contracted by a municipality.

Once a charge has been filed in the court office, police officers and other designated provincial offences officers have continuing obligations. Officers become witnesses in court proceedings and are required to provide information in the form of disclosure when requested.

Disclosure

Information in the possession of an officer is used as part of the evidence of the case. This information, when requested, must be provided to the defendant (person charged) or their legal representative/lawyer. The receipt of a request for disclosure by the prosecutor requires that the request be tracked and that the police or enforcement officer be notified to gather and provide a copy of relevant materials to the prosecutor. In Part I cases, the majority of which involve charges under the Highway Traffic Act, this can include copies of notes taken by the officer, any video or audio that may be available and other material. This activity requires time on the part of the officer. The response to the prosecutor needs to be timely and should be provided in advance of the scheduled trial date.

Not providing disclosure either before or on the date of trial frequently results in the court date being adjourned to a future date or it can result in the charge being withdrawn due to delay. To avoid this, many municipal partners have protocols in place where staff are assigned responsibility for ensuring disclosure is provided well in advance of the scheduled court date. For routine requests for disclosure, it should be reasonable for officers to submit this information to the prosecutor's office within four to six weeks from date of notification. This would allow for the information to be provided by the prosecutor to the requestor in advance of a hearing or trial.

To assist in tracking disclosure requests and to improve public service, there is movement among municipal POA operations to introduce practices requiring that disclosure requests be provided only by e-mail. In return, where disclosure constitutes information that is in document form, the response can be provided by e-mail. Providing timely disclosure will minimize the delays that frequently occur on the trial date which often result in time wasted by court officials, the public and legal representatives.

Officer Attendance on the Court Date

As the prosecutor's key witness at trial, the attendance of the officer who "issued the ticket" or filed the charge is essential. Steps are taken to coordinate, as best as possible, the availability of the officer to attend court with the time and date that court sessions are available. In most cases, officers do attend court when they are scheduled and notified to appear.

In those cases where officers do not attend court without notice or explanation, the ability of the prosecutor to proceed with the trial is limited. Where the police service knows that one of their officers are not going to be able to attend court, which can be for a variety of reasons, notification to the prosecutor should be given as soon as possible. When notification is provided in advance, the prosecutor and trial scheduling staff may have an opportunity to re-schedule the date or use the limited court time for other matters.

Remote Testimony by Police Officers

Giving evidence has traditionally taken place with the officer physically present in a courtroom. Technology based applications have advanced to the point where video technology is reliable and affordable. The use of video and other technology to support contact between the police and courts is growing. The Region of York is using video technology to provide remote links between police officers and the courthouse allowing officers to give their evidence without having to attend the courthouse. Other municipal partners are exploring this service.

It is recommended that officials with the three police services in Dufferin County meet with the Caledon Solicitor and POA court manager to review and implement changes to improve public service and program results in the following areas:

- ***current practices respecting the disclosure process including the receipt and distribution of disclosure material;***
- ***the notification of officer unavailability to attend at court;***
- ***in consultation with the judiciary, consider the use of video technology to allow officers to give evidence remotely from a police station or other location reducing the need for police officers to travel to court.***

It is also recommended that dedicated resources be identified and tasked with tracking, receiving and distributing disclosure material. As soon as possible, a disclosure clerk position should be added and located at the Dufferin court office to provide support to the police and prosecutions unit to improve services in this area. Funding for this position, estimated at \$73,000, can be offset by additional revenue associated with the fine collection initiative previously discussed.

Use of Administrative Penalty Systems

Over the past several years there has been an increasing use of administrative penalty systems rather than relying on traditional court systems to resolve a variety of disputes.

The Ministry of the Attorney General completed a review of whether administrative penalties would be a suitable option to using the POA to resolve matters without engaging the use of the court system. Section 102.1 of the Municipal Act creates the authority for municipalities to impose an administrative penalty where the municipality is satisfied that a person failed to comply with a by-law respecting the parking, standing or stopping of vehicles. If a municipality chooses to set up an administrative penalty system for parking infractions, the POA process no longer applies.

Ontario Regulation 333/07 under the Municipal Act (the Administrative Penalty Regulation) outlines the various conditions that must exist when establishing an administrative penalty system. Setting up a system requires that municipalities pass a by-law that addresses the content described in the Regulation. There is a significant effort involved in completing this work and includes establishing what is essentially an administrative tribunal that includes independent hearing officers authorized to determine the appropriate penalty.

Research into the volume of parking tickets issued within the County of Dufferin that are filed with the POA court office reflect volumes that are manageable. Over the five-year period of 2014 to 2018, an average of 763 parking tickets per year were filed with the Dufferin POA office. In 2008, 808 parking tickets were filed. As a result of these low volumes, moving to an administrative penalty system that complies with O. Reg 333/07 in respect of parking violations would result in a more expensive system for Dufferin municipalities to administer.

Many municipalities are recommending that the Provincial ministries of the Attorney General and Transportation make changes to the Highway Traffic Act that support greater use of administrative penalties. There are several jurisdictions that use red light camera technology to capture details that allow for the mailing of an offence notice to the owner of a vehicle caught going through a red light at an intersection.

Whether the Province agrees to make legislative changes to increase use of administrative penalty systems, as supported by many municipalities, remains unknown. Should these changes occur, and municipalities decide that automated enforcement is desirable, then that may be an opportunity to revisit whether parking ticket processes should move out of the POA court system.

As the current volume of parking infractions filed with the POA court system is nominal, it is recommended that moving to an administrative penalty system not proceed at this time.

Concluding Observations

Over the last five years, two areas relating to the POA program have been the main topics of discussion and documented in several reports within the County. The allocation of program space provided at 55 Zina Street and the desire for more involvement and information about POA program results were leading reasons behind the County initiating a review of program delivery.

This report outlines the considerable responsibilities assumed by a municipal partner that are magnified when the court service area includes other communities beyond their own geographical boundaries. The information and recommendations provided in this report should, if supported and implemented, satisfactorily address these long-standing concerns.

The Dufferin County POA Program has been delivered from the current Zina/Louisa Streets location for many years. Together with managing the Caledon POA caseload, the Town of Caledon staff have demonstrated a commitment to performing their obligations as a Municipal Partner under the Transfer Agreement in a responsible and cost-efficient manner. Examples of their continuing commitment are found in Caledon's 2019 Business Plan priorities.

Priorities for the POA operation include implementing additional collection efforts to decrease outstanding fines, reviewing the website content for accuracy and ease of use and reviewing the organizational structure and processes to identify savings through cross-training opportunities and implementing remote testimony equipment for interpreters.

There are at least three pending external activities that may influence program delivery within Caledon and Dufferin. These include the review of regional government, including Peel Region, led by the Ontario government; the pending decision within Orangeville regarding the delivery of police services; and what the Ministry of the Attorney General decides to do with regards to transferring additional prosecutorial responsibilities to municipal partners.

Service to the public that will enhance program results can be achieved by implementing initiatives identified in this report. Best practices for these activities that already exist within other court service areas delivering the POA court program. By leading with the establishment of a collection coordinator and disclosure clerk, the four enhancement initiatives discussed may be cost neutral to implement.

It would be my view that should the County, at some point in time, desire to assume program delivery responsibility of the POA program in Dufferin, the transition from the Town of Caledon would be easier to effect if the Town of Caledon agreed to support the County during its implementation.

I would expect the Ministry of the Attorney General would find a cooperative approach to transitioning the program most helpful in ensuring that there is no disruption in serving the public and would go a long way towards establishing a partnership with the Attorney General confirmed by signing a Transfer Agreement.

I would like to acknowledge the professional support demonstrated by staff of the County and Town of Caledon throughout this review. All staff have been most helpful by sharing their time and responding to many questions and requests for information over the past several months.

Barry Randell

President, Randell Consulting Group

(Retired Director, Court Services Division, City of Toronto and former President (9 years) of the Municipal Court Managers Association of Ontario)

Report Recommendations

- 1. It is recommended that the Dufferin POA program continue to be delivered by the Town of Caledon. Moving to a locally delivered program would result in higher costs/less revenue to Dufferin County municipalities without providing residents with any additional service benefits.**
- 2. It is recommended that the Inter-Municipal Agreement be amended as follows:**
 - The POA Board should be renamed the POA Liaison Committee to better reflect the advisory capacity of their role;**
 - Membership on the committee be revised to include two staff representatives from each of Orangeville, Mono and Shelburne and a total of two members from the group of Amaranth, East Garafraxa, Grand Valley, Melancthon, and Mulmur. The two members of the five smaller municipalities would rotate between the group on either a yearly or other pre-determined basis. Members should be senior staff and include a treasury official. County of Dufferin staff would attend when facility related issues arise. The proposed membership recognizes that Orangeville, Mono and Shelburne activity comprises approximately 80% of the caseload. The Town of Caledon would continue to have two members and perform the duties of Chair. Quorum would require a minimum of four attendees including at least one member from each of Orangeville, Mono, Shelburne and Caledon. Minutes of all meetings would be distributed to all members.**
- 3. The POA Liaison Committee will:**
 - serve as a liaison between the Town of Caledon (as Municipal Partner) and the serviced municipalities on all matters related to the operation of the program;**
 - review reports submitted by the Town of Caledon and make recommendations to the Town of Caledon that support the mutual objective of operating an efficient program;**
 - review and recommend for approval by the Town of Caledon the annual budgets and in-year adjustments presented by the Town of Caledon staff respecting the costs of operating the program in Dufferin County and the distribution of revenues;**
 - review with the Town of Caledon, issues that may arise within municipalities that may impact the program;**
 - review at the Spring meeting the independent audit report and the annual program activity report prepared by the Town of Caledon that outlines key**

- performance metrics including caseload volumes, expenses and revenue collected/distributed, audit details, service standards, successes, upcoming challenges and emerging issues;
- ensure that a copy of the annual report and audit report is presented to all municipal and county councils for information;
 - process requests for additional information from Council that may be received by committee members and respond accordingly.
4. It is recommended that as part of the upcoming lease negotiations respecting MAG space, the County review and determine an appropriate cost for space and services provided to support the continued operation of the POA program at 55 Zina Street and include this in a new lease with the Town of Caledon.
5. It is recommended that the Council of the County of Dufferin write to the local MPP for Dufferin-Caledon requesting that the Province take action to implement changes made to the Provincial Offences Act that have not yet been enacted; to support changes to POA regulations by increasing court costs necessary for municipalities to operate the POA program and that the Municipal Act be amended to allow for expanded use of the property tax roll to collect unpaid fines.
6. It is recommended that the Dufferin POA program include a collection coordinator position as soon as possible. For the first year, the program budget should be adjusted to reflect the additional expenditure of \$73,000 with the cost offset by \$146,000 in revenue representing about 5% of the total unpaid fine balance.
7. It is recommended that the first-year efforts should include discussions with Dufferin municipalities that lead to their approval to enter into Inter-Municipal tax rolling agreements among themselves along with areas surrounding the County. This would cover several jurisdictions where individuals, when in Dufferin County, were convicted of an offence and ordered to pay a fine that remains outstanding and who may own property outside the County. The results of adding this position should be reviewed at the end of 2020 and adjusted as required.

- 8. It is recommended that officials with the three police services in Dufferin County meet with the Caledon Solicitor and POA court manager to review and implement changes to improve public service and program results in the following areas:**
 - current practices respecting the disclosure process including the receipt and distribution of disclosure material;**
 - notification of officer unavailability to attend at court;**
 - in consultation with the judiciary, consider the use of video technology to allow officers to give evidence remotely from a police station or other location reducing the need for police officers to travel to court.**
- 9. It is recommended that dedicated resources be identified and tasked with tracking, receiving and distributing disclosure material. As soon as possible, a disclosure clerk position should be added and located at the Dufferin court office to provide support to the police and prosecutions unit to improve services in this area. Funding for this position, estimated at \$73,000, can be offset by additional revenue associated with the fine collection initiative previously discussed.**
- 10. As the current volume of parking infractions filed with the POA court system is nominal, it is recommended that moving to an administrative penalty system not proceed at this time.**

Denise Holmes

From: Kim Fraser <kfraser@shelburne.ca>
Sent: Thursday, October 17, 2019 2:40 PM
To: Jennifer Willoughby; Carey Holmes; Denise Holmes; Tammy McQueen; clerksoffice@townofmono.com
Subject: CDRC - 2020 Approved Budget
Attachments: CDRC 2020 Draft Budget.Sept 25.pdf

Hello,

At the CDRC regular board meeting, the following motion was presented:

Moved by: L. Ryan
Seconded by: D. Sample

Be it resolved that the 2020 CDRC draft budget distributed at the September 25, 2019 Board Meeting with a deficit of \$304,629, a municipal contribution of \$327,004 be adopted. And further, that the recommendations on County IT and the hiring of a contract Program Coordinator (1 year) included in the budget, be approved and that a copy of this motion and the budget be sent to all member municipalities. Carried

Please let me know if you have any questions.

Thank you

Kim Fraser
CDRC Facility Administration Manager
(519) 925-2400

CDRC 2020 APPROVED BUDGET

Presented to CDRC Board September 25, 2019

Copies to:

Town of Shelburne

Township of Melancthon

Township of Amaranth

Town of Mono

CDRC 2020 DRAFT BUDGET

SEPTEMBER 17,2019

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2020 CDRC DRAFT BUDGET

	2018 Actual	2019 Budget	2019 Est Act	2020 Budget	Change from 2019 Budget	% Change
Arena Rentals	\$260,968	\$264,400	\$264,400	\$269,688	\$5,288	2%
Pool Fees	\$76,284	\$68,000	\$70,000	\$74,150	\$6,150	9%
Day Camp Fees	\$54,855	\$55,000	\$55,000	\$60,500	\$5,500	10%
Concession Sales	\$86,480	\$83,000	\$83,000	\$84,660	\$1,660	2%
Room Rental	\$25,838	\$26,050	\$20,000	\$21,335	-\$4,715	-18%
Floor Rental	\$20,852	\$21,500	\$21,500	\$21,930	\$430	2%
Advertising	\$11,451	\$11,500	\$10,000	\$15,125	\$3,625	32%
Grants	\$8,400	\$9,700	\$9,700	\$9,894	\$194	2%
Programs	\$0	\$0	\$750	\$6,744	\$6,744	
Fund Raising & Donations	\$1,000	\$0	\$0	\$0	\$0	
Miscellaneous	\$545	\$0	\$40	\$0	\$0	
Total Revenue	\$546,673	\$539,150	\$534,390	\$564,026	\$24,876	5%
Wages	\$333,656	\$392,000	\$392,000	\$422,437	\$30,437	8%
Utilities	\$139,770	\$142,400	\$142,400	\$146,746	\$4,346	3%
Maintenance	\$82,795	\$83,800	\$83,800	\$86,696	\$2,896	3%
Benefits	\$57,979	\$60,000	\$65,000	\$71,600	\$11,600	19%
Concession	\$41,087	\$40,200	\$40,200	\$41,004	\$804	2%
Administration	\$29,735	\$30,800	\$30,800	\$30,108	-\$692	-2%
Pool	\$10,754	\$10,700	\$12,000	\$11,482	\$782	7%
Day Camp	\$4,289	\$4,500	\$3,200	\$4,590	\$90	2%
IT Services	\$0	\$0	\$2,000	\$5,100	\$5,100	
Miscellaneous	\$754	\$500	\$500	\$392	-\$108	-22%
Capital	\$51,890	\$72,669	\$62,669	\$48,500	-\$24,169	-33%
Total Expenditures	\$752,710	\$837,569	\$834,569	\$868,656	\$31,087	4%
Facility Profit / (Loss)	-\$206,036	-\$298,419	-\$300,179	-\$304,629	-\$6,210	
Municipal Contribution	\$308,231	\$317,478	\$317,478	\$327,004	\$9,526	3%
Net Position for Year	\$102,195	\$19,059	\$17,299	\$22,375	-\$41,434	
Retained Earnings	\$147,963	\$167,022	\$165,262	\$189,397	\$22,375	

2020 CDRC DRAFT BUDGET COMMENTS

	% Change	Comments
Revenue		
Arena Rentals	2%	Prior year number of hours rented with 2% rental rate increase
Pool Fees	9%	Prior year fees with 2% rate increase and 7% registration increase
Day Camp Fees	10%	Prior year registration with 2% rental rate increase and 8% reg increase
Concession Sales	2%	Prior year sales with 2% price increase
Room Rental	-18%	Impact of loss of Town & Country tenants
Floor Rental	2%	Prior year number of hours rented with 2% rental rate increase
Advertising	32%	End contract with Minor Hockey - Program Director promotes sales
Grants	2%	2% inflation
Programs		New programs developed by new Program Manager position
Expenditures		
Wages	8%	2% wage inc, FT Program Dir, no PT Hd Lfguard, .5 admin contract
Utilities	3%	2% inflation for electricy and gas, 5% on water and sewer
Maintenance	3%	2% inflation
Benefits	19%	Adjustment of 2019 budget re: new rates + 2% inflation
Concession	2%	2% inflation on purchases
Administration	-2%	2% inflation
Pool	7%	2% inflation + additional maintenance
Day Camp	2%	2% inflation
IT Services		New compliance re: County IT report
Capital	-33%	see capital project list

CDRC CAPITAL BUDGET & ESTIMATE

CAPITAL EXPENDITURES	2020	2021	2022	2023	2024	2025
Roof						
Replace Arena Roof		\$133,500				
Arena						
Condenser on Roof Treatment	\$1,500					
Structural Steel Clean & Paint		\$20,000				
Replace Large Doors	\$10,000					
Dasher and Glass Replacement					\$25,000	
Door Replacement (2)	\$1,000					
Equipment						
Olympia						\$60,000
Auto Ice Leveler						
Basketball Nets		\$1,000				
Town & Country Room						
Refinish Floor			\$9,000			
Heating new Covers				\$5,000		
New Lighting					\$5,000	
Fire System Upgrade	\$2,000					
New AC						
Pool						
2x Motors and Pumps			\$10,000			
Pool auto Vacuum		\$4,000				
Door Replacement (2)		\$4,000				
Equipment Replacement	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
Grounds						
Back Lane pave or gravel	\$2,000					
Parking lot repave (deferred 1 yr)					\$150,000	
Pave Gravel Parking Lot						\$200,000
Electronic Road Sign		\$45,000				
Building						
New Boiler	\$12,000					
Window Replacement	\$2,000					
Snack Bar Exhaust Upgrade		\$5,000				
Snack Bar Appliances	\$2,000				\$2,000	
Event Advertising Front Entrance						
New larger trophy case						
Alarm System Upgrade	\$2,000					
IT (as per detailed County Plan)						
Laptops, Monitors, Docking Stn	\$1,200	\$1,200			\$5,600	\$1,200
Network Printer	\$400					
Network Switch	\$1,700					
Wifi Upgrade	\$3,400					
Wiring Closet Move	\$3,300					
Unforecast						
Emergency or Unforeseen			\$10,000	\$10,000	\$10,000	\$10,000
Total	\$48,500	\$204,700	\$30,000	\$16,000	\$198,600	\$272,200

2020 CDRC DRAFT BUDGET 5 YEAR FORECAST

	2020 Budget	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	21 VS 20	22 VS 21	23 VS 22	24 VS 23
Arena Rentals	\$269,688	\$275,082	\$280,583	\$286,195	\$291,919	2%	2%	2%	2%
Pool Fees	\$74,150	\$75,633	\$77,146	\$78,689	\$80,262	2%	2%	2%	2%
Day Camp Fees	\$60,500	\$61,710	\$62,944	\$64,203	\$65,487	2%	2%	2%	2%
Concession Sales	\$84,660	\$85,949	\$88,080	\$89,842	\$91,639	2%	2%	2%	2%
Room Rental	\$21,335	\$21,741	\$22,155	\$22,577	\$23,007	2%	2%	2%	2%
Floor Rental	\$21,930	\$22,369	\$22,816	\$23,272	\$23,738	2%	2%	2%	2%
Advertising	\$15,125	\$14,400	\$15,685	\$15,973	\$16,267	-5%	9%	2%	2%
Grants	\$9,894	\$9,700	\$10,294	\$10,500	\$10,710	-2%	6%	2%	2%
Programs	\$6,744	\$6,879	\$7,016	\$7,157	\$7,300	2%	2%	2%	2%
Fund Raising & Donations	\$0	\$0	\$0	\$0	\$0				
Total Revenue	\$564,026	\$573,462	\$586,719	\$598,407	\$610,329	2%	2%	2%	2%
Wages	\$422,437	\$430,886	\$439,504	\$448,294	\$457,260	2%	2%	2%	2%
Utilities	\$146,746	\$150,041	\$153,420	\$156,885	\$160,440	2%	2%	2%	2%
Maintenance	\$86,696	\$88,430	\$90,199	\$92,002	\$93,843	2%	2%	2%	2%
Benefits	\$71,600	\$73,032	\$74,493	\$75,983	\$77,502	2%	2%	2%	2%
Concession	\$41,004	\$41,824	\$42,661	\$43,514	\$44,384	2%	2%	2%	2%
Administration	\$30,108	\$30,711	\$31,325	\$31,951	\$32,590	2%	2%	2%	2%
Pool	\$11,482	\$11,712	\$11,946	\$12,185	\$12,428	2%	2%	2%	2%
Day Camp	\$4,590	\$4,682	\$4,775	\$4,871	\$4,968	2%	2%	2%	2%
IT Services	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100	0%	0%	0%	0%
Capital	\$48,500	\$204,700	\$30,000	\$16,000	\$198,600	322%	-85%	-47%	1141%
Total Expenditures	\$868,656	\$1,041,517	\$883,829	\$887,201	\$1,087,539	20%	-15%	0%	23%
Facility Profit / (Loss)	-\$304,629	-\$468,055	-\$297,110	-\$288,794	-\$477,211				
Municipal Contribution	\$327,004	\$336,815	\$346,919	\$357,327	\$368,046	3%	3%	3%	3%
Net Position for Year	\$22,375	-\$131,240	\$49,809	\$68,533	-\$109,164				
Ending Retained Earnings	\$189,397	\$58,157	\$107,966	\$176,499	\$67,335				

2019 ACTUAL VS BUDGET

	2019 Budget	2019 Jul YTD Act	% of Budget	2019 YE Est	Change from 2019 Budget	% Change
Arena Rentals	\$264,400	\$115,573	44%	\$264,400	\$0	0%
Pool Fees	\$68,000	\$68,323	100%	\$70,000	\$2,000	3%
Day Camp Fees	\$55,000	\$43,793	80%	\$55,000	\$0	0%
Concession Sales	\$83,000	\$42,887	52%	\$83,000	\$0	0%
Room Rental	\$26,050	\$12,923	50%	\$20,000	-\$6,050	-23%
Floor Rental	\$21,500	\$21,469	100%	\$21,500	\$0	0%
Advertising	\$11,500	\$8,873	77%	\$10,000	-\$1,500	-13%
Grants	\$9,700	\$0	0%	\$9,700	\$0	0%
Programs	\$0	\$580		\$750	\$750	
Fund Raising & Donations	\$0	\$0		\$0	\$0	
Miscellaneous	\$0	\$40		\$40	\$40	
Total Revenue	\$539,150	\$314,459	58%	\$534,390	-\$4,760	-1%
Wages	\$392,000	\$198,341	51%	\$392,000	\$0	0%
Utilities	\$142,400	\$76,623	54%	\$142,400	\$0	0%
Maintenance	\$83,800	\$46,574	56%	\$83,800	\$0	0%
Benefits	\$60,000	\$36,898	61%	\$65,000	\$5,000	8%
Concession	\$40,200	\$21,730	54%	\$40,200	\$0	0%
Administration	\$30,800	\$19,159	62%	\$30,800	\$0	0%
Pool	\$10,700	\$11,639	109%	\$12,000	\$1,300	12%
Day Camp	\$4,500	\$1,566	35%	\$3,200	-\$1,300	-29%
IT Services	\$0	\$0		\$2,000	\$2,000	
Miscellaneous	\$500	\$329	66%	\$500	\$0	0%
Capital	\$72,669	\$28,012	39%	\$62,669	-\$10,000	-14%
Total Expenditures	\$837,569	\$440,870	53%	\$834,569	-\$3,000	0%
Facility Profit / (Loss)	-\$298,419	-\$126,411	42%	-\$300,179	-\$1,760	
Municipal Contribution	\$317,478	\$154,110	49%	\$317,478	\$0	
Net Position for Year	\$19,059	\$27,699		\$17,299	-\$1,760	
Retained Earnings	\$167,022	\$175,663		\$165,262	-\$1,760	

Acct	Revenue Description	Category	2018 Act	2019 Bud	2019 Act	2020 Bud	2021 Est	2022 Est	2023 Est	2024 Est
31001	Town of Shelburne	Municipal Contribution	\$191,103	\$196,836	\$95,550	\$202,741	\$208,823	\$215,088	\$221,541	\$228,187
31002	Town of Mono	Municipal Contribution	\$24,659	\$25,400	\$12,328	\$26,162	\$26,947	\$27,755	\$28,588	\$29,446
31003	Amaranth Township	Municipal Contribution	\$46,235	\$47,621	\$23,116	\$49,051	\$50,522	\$52,038	\$53,599	\$55,207
31004	Melancthon Township	Municipal Contribution	\$46,235	\$47,621	\$23,116	\$49,051	\$50,522	\$52,038	\$53,599	\$55,207
31005	Schools	Arena Rentals	\$17,845	\$18,000	\$10,038	\$18,360	\$18,727	\$19,102	\$19,484	\$19,873
32001	Minor Hockey	Arena Rentals	\$124,553	\$126,000	\$54,089	\$128,520	\$131,090	\$133,712	\$136,386	\$139,114
32002	Figure Skating	Arena Rentals	\$24,929	\$25,500	\$10,834	\$26,010	\$26,530	\$27,061	\$27,602	\$28,154
32003	Broomball	Arena Rentals	\$5,800	\$5,900	\$3,648	\$6,018	\$6,138	\$6,261	\$6,386	\$6,514
32004	Ball Hockey	Floor Rental	\$1,805	\$2,000	\$2,089	\$2,040	\$2,081	\$2,122	\$2,165	\$2,208
32005	Lacrosse	Floor Rental	\$7,236	\$7,500	\$8,003	\$7,650	\$7,803	\$7,959	\$8,118	\$8,281
32006	Ice Rental Others	Arena Rentals	\$65,684	\$66,000	\$27,655	\$67,320	\$68,666	\$70,040	\$71,441	\$72,869
32007	Floor Rental Other	Floor Rental	\$3,927	\$4,000	\$4,640	\$4,080	\$4,162	\$4,245	\$4,330	\$4,416
32008	Ice Board/Rink Advertising	Advertising	\$4,650	\$4,750	\$2,250	\$7,500	\$7,650	\$7,803	\$7,959	\$8,118
32010	Ball Hockey - Youth	Floor Rental	\$7,884	\$8,000	\$6,738	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833
32011	HTI - Girls Program	Arena Rentals	\$22,159	\$23,000	\$9,310	\$23,460	\$23,929	\$24,408	\$24,896	\$25,394
32150	Pickleball	Programs	\$0	\$0	\$423	\$2,304	\$2,350	\$2,397	\$2,445	\$2,494
32151	Table Tennis	Programs	\$0	\$0	\$157	\$1,440	\$1,469	\$1,498	\$1,528	\$1,559
32910	Pool View Room	Room Rental	\$5,535	\$5,000	\$4,062	\$5,250	\$5,355	\$5,462	\$5,571	\$5,683
39290	Meeting Rooms	Room Rental	\$3,965	\$4,000	\$3,051	\$4,200	\$4,284	\$4,370	\$4,457	\$4,546
33001	Town and Country Room	Room Rental	\$15,288	\$16,000	\$5,360	\$10,835	\$11,052	\$11,273	\$11,498	\$11,728
33002	Concession Booth	Concession Sales	\$75,347	\$73,000	\$38,516	\$74,460	\$75,949	\$77,468	\$79,018	\$80,598
33003	Swim Pass	Pool Fees	\$3,422	\$3,000	\$5,136	\$3,150	\$3,213	\$3,277	\$3,343	\$3,410
33004	Group Lessons	Pool Fees	\$40,163	\$38,000	\$33,678	\$41,800	\$42,636	\$43,489	\$44,358	\$45,246
33005	Private Lessons	Pool Fees	\$9,025	\$8,000	\$10,110	\$8,800	\$8,976	\$9,156	\$9,339	\$9,525
33006	Public Swim	Pool Fees	\$12,744	\$10,000	\$8,328	\$10,500	\$10,710	\$10,924	\$11,143	\$11,366
33007	Bronze Star	Pool Fees	\$495	\$500	\$102	\$550	\$561	\$572	\$584	\$595
33008	Bronze Medallion	Pool Fees	\$1,100	\$1,000	\$2,075	\$1,100	\$1,122	\$1,144	\$1,167	\$1,191
33009	Bronze Cross	Pool Fees	\$300	\$500	\$765	\$550	\$561	\$572	\$584	\$595
33010	Baby Sitting Course	Pool Fees	\$2,058	\$2,000	\$1,605	\$2,200	\$2,244	\$2,289	\$2,335	\$2,381
33011	WSI/NLS Course	Pool Fees	\$0	\$0	\$1,890	\$0	\$0	\$0	\$0	\$0
33012	Pool Rentals	Pool Fees	\$3,372	\$3,000	\$2,247	\$3,300	\$3,366	\$3,433	\$3,502	\$3,572
33013	Junior Lifeguard Club (JLC)	Pool Fees	\$1,615	\$1,000	\$873	\$1,100	\$1,122	\$1,144	\$1,167	\$1,191
33014	Home Alone Course	Pool Fees	\$1,990	\$1,000	\$1,514	\$1,100	\$1,122	\$1,144	\$1,167	\$1,191
33015	Summer Camp	Day Camp Fees	\$54,855	\$55,000	\$43,793	\$60,500	\$61,710	\$62,944	\$64,203	\$65,487
33016	Pool Fundraiser - June 16	Fund Raising & Donations	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34001	Pepsi Revenue/Rebate	Concession Sales	\$562	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34002	Olympia Advertising	Advertising	\$1,275	\$1,250	\$1,275	\$1,275	\$1,250	\$1,275	\$1,275	\$1,275
34003	Sign Rental	Advertising	\$5,526	\$5,500	\$5,348	\$6,350	\$5,500	\$6,607	\$6,739	\$6,874
35000	CDRC Programs	Programs	\$0	\$0	\$0	\$3,000	\$3,060	\$3,121	\$3,184	\$3,247
37004	Gum Machine Receipts	Concession Sales	\$424	\$0	\$356	\$0	\$0	\$0	\$0	\$0
37005	Bhealthy Vending	Concession Sales	\$231	\$0	\$273	\$0	\$0	\$0	\$0	\$0
37007	Vending & Pop	Concession Sales	\$9,916	\$10,000	\$3,743	\$10,200	\$10,000	\$10,612	\$10,824	\$11,041
37008	Pro Shop Rental Space	Room Rental	\$1,050	\$1,050	\$450	\$1,050	\$1,050	\$1,050	\$1,050	\$1,050
37010	Donations	Fund Raising & Donations	\$900	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37012	Misc. Income	Miscellaneous	\$530	\$0	\$40	\$0	\$0	\$0	\$0	\$0
37013	Interest Income	Miscellaneous	\$15	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37015	Grants	Grants	\$8,400	\$9,700	\$0	\$9,894	\$9,700	\$10,294	\$10,500	\$10,710
	Total Revenue		\$854,904	\$856,628	\$468,569	\$891,031	\$910,277	\$933,638	\$955,733	\$978,375

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Acct	Expenditure Description	Category	2018 Act	2019 Bud	2019 Act	2020 Bud	2021 Bud	2022 Bud	2023 Bud	2024 Bud
41001	Arena Payroll	Wages	\$145,055	\$174,000	\$95,623	\$176,619	\$180,151	\$183,754	\$187,429	\$191,178
41002	Concession Booth Payroll	Wages	\$28,809	\$28,000	\$16,305	\$30,622	\$31,235	\$31,860	\$32,497	\$33,147
41003	Swimming Pool Payroll	Wages	\$57,140	\$55,000	\$25,982	\$59,765	\$60,960	\$62,180	\$63,423	\$64,692
41004	Office Payroll	Wages	\$62,763	\$95,000	\$47,032	\$105,943	\$108,062	\$110,223	\$112,428	\$114,676
41205	Payroll Bank Charges	Miscellaneous	\$429	\$500	\$224	\$392	\$400	\$408	\$416	\$424
41206	Benefits	Benefits	\$18,024	\$18,652	\$9,800	\$19,200	\$19,584	\$19,976	\$20,375	\$20,783
41207	Camp Payroll	Wages	\$39,889	\$40,000	\$13,399	\$49,488	\$50,477	\$51,487	\$52,517	\$53,567
42001	Ice Equipment & Maintenance	Maintenance	\$18,992	\$21,000	\$12,203	\$21,420	\$21,848	\$22,285	\$22,731	\$23,186
42003	General Building Maintenance	Maintenance	\$34,972	\$32,500	\$14,758	\$33,150	\$33,813	\$34,489	\$35,179	\$35,883
42004	Grounds	Maintenance	\$16,000	\$14,000	\$11,547	\$15,500	\$15,810	\$16,126	\$16,449	\$16,778
42005	Janitorial Supplies	Maintenance	\$6,668	\$7,000	\$3,134	\$7,140	\$7,283	\$7,428	\$7,577	\$7,729
42006	Elevator Maintenance	Maintenance	\$4,221	\$4,300	\$2,447	\$4,386	\$4,474	\$4,563	\$4,654	\$4,748
42007	Hydro-Power Outage Feb 3	Utilities	\$403	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42008	Rear Stairs Enclosure-Capital	Capital	\$13,259	\$0	\$0	\$0	\$0	\$0	\$0	\$0
42410	E.I. - Employers Share	Benefits	\$7,444	\$7,704	\$4,469	\$9,479	\$9,669	\$9,862	\$10,060	\$10,261
42420	C.P.P. - Employers Share	Benefits	\$11,906	\$12,321	\$7,578	\$15,512	\$15,822	\$16,139	\$16,461	\$16,791
42430	WSIB - Employers Share	Benefits	\$6,751	\$6,987	\$2,833	\$8,618	\$8,790	\$8,966	\$9,145	\$9,328
42431	Omers - Employers Share	Benefits	\$13,853	\$14,336	\$12,218	\$18,791	\$19,167	\$19,550	\$19,941	\$20,340
43001	Hydro	Utilities	\$105,499	\$107,000	\$53,454	\$109,140	\$111,323	\$113,549	\$115,820	\$118,137
43002	Natural Gas	Utilities	\$20,737	\$21,000	\$14,951	\$21,420	\$21,848	\$22,285	\$22,731	\$23,186
43003	Water & Sewage	Utilities	\$6,260	\$10,000	\$6,052	\$12,000	\$12,600	\$13,230	\$13,892	\$14,586
44007	Concession Booth & Vending	Concession	\$40,841	\$40,000	\$21,665	\$40,800	\$41,616	\$42,448	\$43,297	\$44,163
44008	Pool Administration	Pool	\$4,786	\$4,000	\$6,332	\$4,080	\$4,162	\$4,245	\$4,330	\$4,416
44009	Pool Maintenance	Pool	\$5,750	\$6,500	\$5,056	\$7,000	\$7,140	\$7,283	\$7,428	\$7,577
44010	Misc Expense	Miscellaneous	\$325	\$0	\$105	\$0	\$0	\$0	\$0	\$0
44011	Camp Expenses	Day Camp	\$4,289	\$4,500	\$1,566	\$4,590	\$4,682	\$4,775	\$4,871	\$4,968
46001	Insurance	Administration	\$10,091	\$11,500	\$10,218	\$10,422	\$10,631	\$10,843	\$11,060	\$11,281
46002	Inspections	Maintenance	\$1,942	\$5,000	\$2,485	\$5,100	\$5,202	\$5,306	\$5,412	\$5,520
46003	Telephone	Utilities	\$1,709	\$2,000	\$994	\$1,738	\$1,773	\$1,808	\$1,844	\$1,881
46004	Professional Fees	Administration	\$7,454	\$0	\$738	\$0	\$0	\$0	\$0	\$0
46005	Office Supplies	Administration	\$1,444	\$6,500	\$1,424	\$6,630	\$6,763	\$6,898	\$7,036	\$7,177
46006	Advertising	Administration	\$915	\$1,500	\$759	\$1,530	\$1,561	\$1,592	\$1,624	\$1,656
46007	Audit	Administration	\$4,579	\$5,500	\$32	\$5,610	\$5,722	\$5,837	\$5,953	\$6,072
46008	Assoc Fees, Dues and Seminars	Administration	\$4,987	\$5,500	\$5,855	\$5,610	\$5,722	\$5,837	\$5,953	\$6,072
46009	Postage	Administration	\$181	\$200	\$84	\$204	\$208	\$212	\$216	\$221
46012	Cellular Phone	Utilities	\$1,499	\$1,600	\$809	\$1,632	\$1,665	\$1,698	\$1,732	\$1,767
46013	Internet & Web Site	Utilities	\$3,663	\$800	\$363	\$816	\$832	\$849	\$866	\$883
46100	IT Services	IT Services	\$0	\$0	\$0	\$5,100	\$5,100	\$5,100	\$5,100	\$5,100
46910	Interac Transaction Expense	Concession	\$175	\$100	\$30	\$102	\$104	\$106	\$108	\$110
46915	Interac Maintenance & Setup Fee	Concession	\$71	\$100	\$35	\$102	\$104	\$106	\$108	\$110
46917	Moneris Transaction Fee Exp	Pool	\$75	\$100	\$87	\$102	\$104	\$106	\$108	\$110
46918	Moneris Service Fee Expenses	Pool	\$143	\$100	\$163	\$300	\$306	\$312	\$318	\$325
47001	Bank Charges	Administration	\$84	\$100	\$49	\$102	\$104	\$106	\$108	\$110
47004	Sundry	Administration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47010	Capital Expense	Capital	\$38,632	\$72,669	\$27,041	\$48,500	\$204,700	\$30,000	\$16,000	\$198,600
47011	Capital Expense - Ramp	Capital	\$0	\$0	\$971	\$0	\$0	\$0	\$0	\$0
	Total Expenditures		\$752,710	\$837,569	\$440,870	\$868,656	\$1,041,517	\$883,829	\$887,201	\$1,087,539

CDRC Rental Rate History & 2020 Draft Rates (Jan - Dec)

Hourly Ice Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Non Prime - Regular	Pre	\$139.00	\$136.00	\$133.00	\$130.00	\$128.00	\$125.00	2%	2%	2%	2%	2%
Prime - Regular	Pre	\$200.00	\$196.00	\$192.00	\$188.00	\$185.00	\$181.00	2%	2%	2%	2%	2%
Super Prime - Regular	Pre		Disco	\$192.00	\$188.00	\$185.00	\$181.00			2%	2%	2%
Non Prime - Vol Discount	Pre	\$129.00	\$126.00	\$124.00	\$121.00	\$119.00	\$117.00	2%	2%	2%	2%	2%
Prime - Vol Discount	Pre	\$159.00	\$156.00	\$153.00	\$150.00	\$147.00	\$144.00	2%	2%	2%	2%	2%
Non Prime - Sell Off	Pre	\$102.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	2%	0%	0%	0%	0%
Prime & Super - Sell Off	Pre	\$153.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	2%	0%	0%	0%	0%

Hourly Floor Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Adult Recreation	Pre	\$82.00	\$80.00	\$78.00	\$77.00	\$75.00	\$74.00	2%	3%	1%	3%	1%
Youth Recreation	Pre	\$56.00	\$55.00	\$54.00	\$53.00	\$52.00	\$51.00	2%	2%	2%	2%	2%

Room Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
T&C Fitness Class / hr	Pre	\$36.00	\$35.00	\$35.00	\$35.00	\$38.00	\$38.00	2%	0%	0%	-8%	0%
T&C Non-Prime / 4 hr	Pre	\$183.00	\$179.00	\$175.00	\$165.00	\$161.00	\$158.00	2%	2%	6%	2%	2%
T&C Above with kitchen	Pre	\$223.00	\$219.00	\$215.00	\$200.00	\$193.00	\$189.00	2%	2%	8%	4%	2%
T&C Prime / Full Day	Pre	\$640.00	\$627.00	\$615.00	\$610.00	\$604.00	\$593.00	2%	2%	1%	1%	2%
Poolview / 1 hr	Pre	\$26.00	\$25.00					2%				
Poolview / 4 hr	Pre	\$131.00	\$128.00	\$125.00	\$120.00	\$102.00	\$100.00	2%	2%	4%	18%	2%
Poolview Party (Ice & Pool)	Pre	\$207.00	\$203.00	\$199.00	\$195.00	\$189.00	\$185.00	2%	2%	2%	3%	2%
Poolview Party (Floor)	Pre	\$148.00	\$145.00					2%				
Meeting Room / hr	Pre	\$18.00	\$18.00	\$17.00	\$17.00	\$17.00	\$17.00	2%	6%	0%	0%	0%
2 Meeting Rooms / hr	Pre	\$36.00	\$35.00	\$34.00	\$34.00	\$34.00	\$33.00	2%	3%	0%	0%	3%

Day Camp Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Daily Rate	Xmpt	\$36.00	\$35.00	\$32.00	\$31.00	\$31.00	\$30.00	2%	9%	3%	0%	3%
Weekly Rate	Xmpt	\$168.00	\$165.00	\$160.00	\$150.00	\$150.00	\$145.00	2%	3%	7%	0%	3%
2 Week Rate	Xmpt	\$326.00	\$320.00	\$310.00	\$275.00	\$270.00	\$260.00	2%	3%	13%	2%	4%
Hourly Aftercare Rate	Xmpt	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00		0%	0%	0%	0%	

Youth Programs	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Red Cross Babysitting	Xmpt	\$44.00	\$43.00	\$42.00	\$42.00	\$42.00	\$41.00	2%	2%	0%	0%	2%
Home Along Safety for Kids	Xmpt	\$37.00	\$36.00	\$35.00	\$35.00			2%	3%	0%		

Swimming Lesson Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Pre-School (Starfish-Whale)	Xmpt	\$79.00	\$77.00	\$75.00	\$75.00	\$75.00	\$73.00	2%	3%	0%	0%	3%
Red Cross Level 1 - 5	Xmpt	\$79.00	\$77.00	\$75.00	\$75.00	\$74.00	\$73.00	2%	3%	0%	1%	1%
Red Cross Level 6 - 8	Xmpt	\$87.00	\$85.00	\$83.00	\$83.00	\$83.00	\$81.00	2%	2%	0%	0%	2%
Red Cross Level 9 - 10	Xmpt	\$99.00	\$97.00	\$95.00	\$95.00	\$94.00	\$93.00	2%	2%	0%	1%	1%

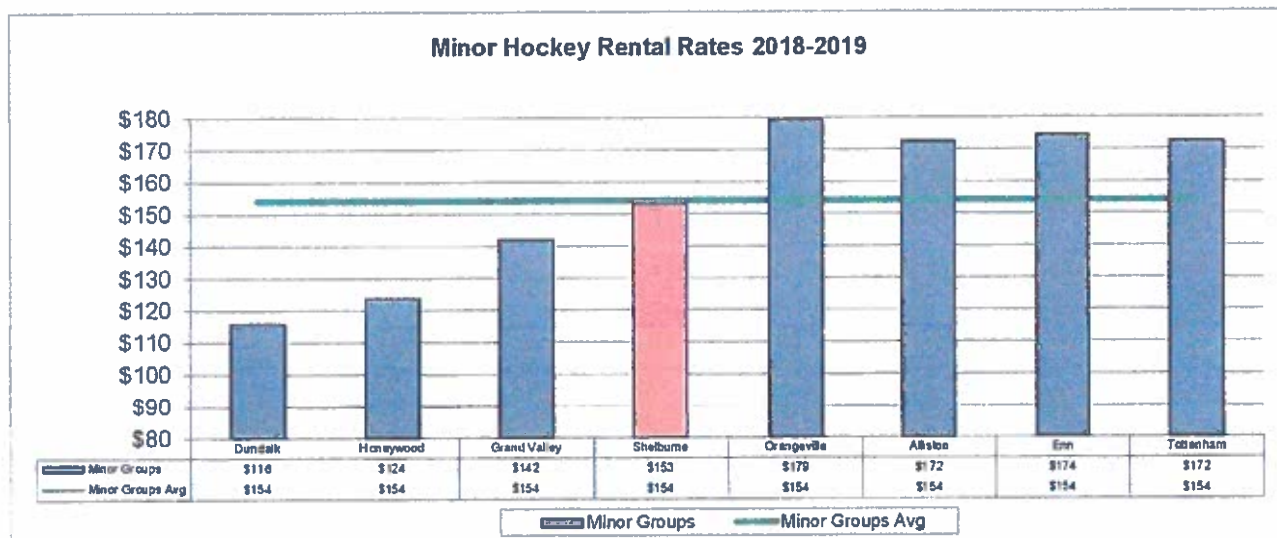
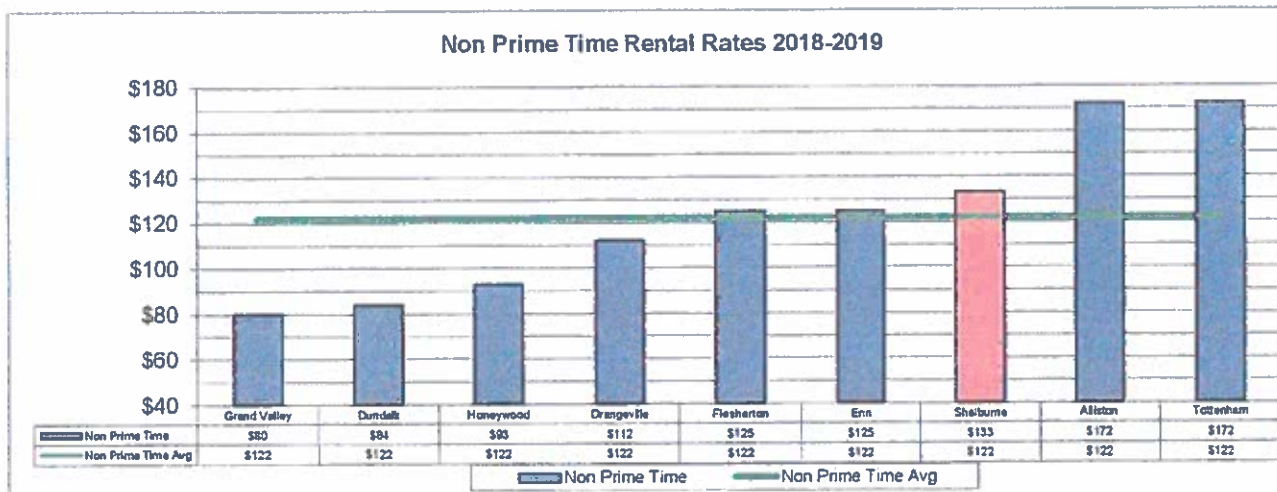
Advanced Swimming	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Junior Life Guard Club	Xmpt	\$99.00	\$97.00	\$95.00				2%	2%			
Bronze Star	Xmpt	\$104.00	\$102.00	\$100.00	\$155.00	\$158.00	\$155.00	2%	2%	-35%	-2%	2%
Bronze Medallion	Xmpt	\$198.00	\$194.00	\$190.00	\$190.00	\$221.00	\$217.00	2%	2%	0%	-14%	2%

CDRC Rental Rate History & 2020 Draft Rates (Jan - Dec)

Bronze Cross	Xmpt	\$156.00	\$153.00	\$150.00	\$217.00	\$221.00	\$217.00	2%	2%	-31%	-2%	2%
Private Lesson Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Private (1 child)	Xmpt	\$203.00	\$199.00	\$195.00	\$195.00	\$189.00	\$185.00	2%	2%	0%	3%	2%
Semi-Private (2 children)	Xmpt	\$281.00	\$275.00	\$260.00	\$260.00	\$235.00	\$242.00	2%	6%	0%	11%	-3%
Public Swim Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Public Swim Child < 13	Inc	\$3.00	\$3.00	\$3.00	\$2.75	\$3.00	\$2.75	0%	0%	9%	-8%	9%
Public Swim Adult > 12	Inc	\$3.75	\$3.75	\$3.75	\$3.50	\$4.00	\$3.50	0%	0%	7%	-13%	14%
Public Swim Senior > 64	Inc	\$3.00	\$3.00	\$3.00	\$2.75	\$3.00	\$2.75	0%	0%	9%	-8%	9%
Lane/Fitness Swim	Inc	\$3.50	\$3.50	\$3.50	\$3.00	\$3.00	\$3.00	0%	0%	17%	0%	0%
Senior Swim	Inc	\$2.50	\$2.50	\$2.50	\$2.00	\$2.00	\$2.00	0%	0%	25%	0%	0%
Parents & Tots	Inc	\$2.50	\$2.50	\$2.50	\$2.00	\$2.00	\$2.00	0%	0%	25%	0%	0%
Unlimited Pool Pass	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
Child < 13	Pre	\$94.00	\$92.00	\$90.00	\$90.00	\$66.00	\$65.00	2%	2%	0%	36%	2%
Adult > 12	Pre	\$104.00	\$102.00	\$100.00	\$100.00			2%	2%	0%		
2 Children < 13 *	Pre	\$166.00	\$163.00	\$160.00	\$160.00			2%	2%	0%		
Family **	Pre	\$198.00	\$194.00	\$190.00	\$190.00			2%	2%	0%		
Pool Rental Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
1 Hour Supervised	Pre	\$121.00	\$119.00	\$117.00	\$115.00	\$113.00	\$110.00	2%	2%	2%	2%	3%
1 Hour Supervised + Room *	Pre	\$207.00	\$203.00	\$199.00	\$195.00			2%	2%	2%		
Advertising Rates	HST	2020	2019	2018	2017	2016	2015	2020	2019	2018	2017	2016
3' x 4' Wall Sign	Pre	\$142.00	\$139.00	\$137.00	\$136.00	\$139.00	\$136.00	2%	1%	1%	-2%	2%
3' x 8' Wall Sign	Pre	\$284.00	\$278.00	\$274.00	\$272.00	\$277.00	\$272.00	2%	1%	1%	-2%	2%
4' x 8' In Ice Logo (Sep-Mar)	Pre	\$663.00	\$650.00	\$650.00	\$650.00	\$682.00	\$669.00	2%	0%	0%	-5%	2%
In Ice Centre Logo (Sep-Mar)	Pre	\$816.00	\$800.00	\$800.00				2%	0%			
3' x 4' Exterior Fence	Pre	\$142.00	\$139.00	\$137.00	\$136.00	\$139.00	\$136.00	2%	1%	1%	-2%	2%
3' x 8' Exterior Fence	Pre	\$284.00	\$278.00	\$274.00	\$272.00	\$277.00	\$272.00	2%	1%	1%	-2%	2%
Lobby Bench	Pre	\$372.00	\$365.00	\$365.00				2%	0%			

HST Application Coding : Pre = HST will be added to rate, Inc = HST imbedded in rate, Xmpt = Exempt from HST

10



CDRC May 2019 - Apr 2020 Floor and Room Rental Rates

Arena Floor Rental Rates

Program	Period	Pre-Tax Rate	Full Rate
Adult Activity	Hour	\$82.00	\$92.66
Youth Activity	Hour	\$56.00	\$63.28

Above rate does not include setup or clean-up by arena staff

Set-up and Clean-up labour provided by CDRC will be charged @ \$20/hr

Town & Country Banquet Room

Type of Rental	Period	Pre-Tax Rate	Full Cost
Adult Activity	Hour	\$36.00	\$40.68
Youth Activity	Hour	\$25.00	\$28.25
CDRC Program *	Hour	\$17.70	\$20.00

Above rate does not include setup or clean-up by arena staff

Set-up and Clean-up labour provided by CDRC will be charged @ \$20/hr

If Kitchen is required a flat \$50 fee will apply

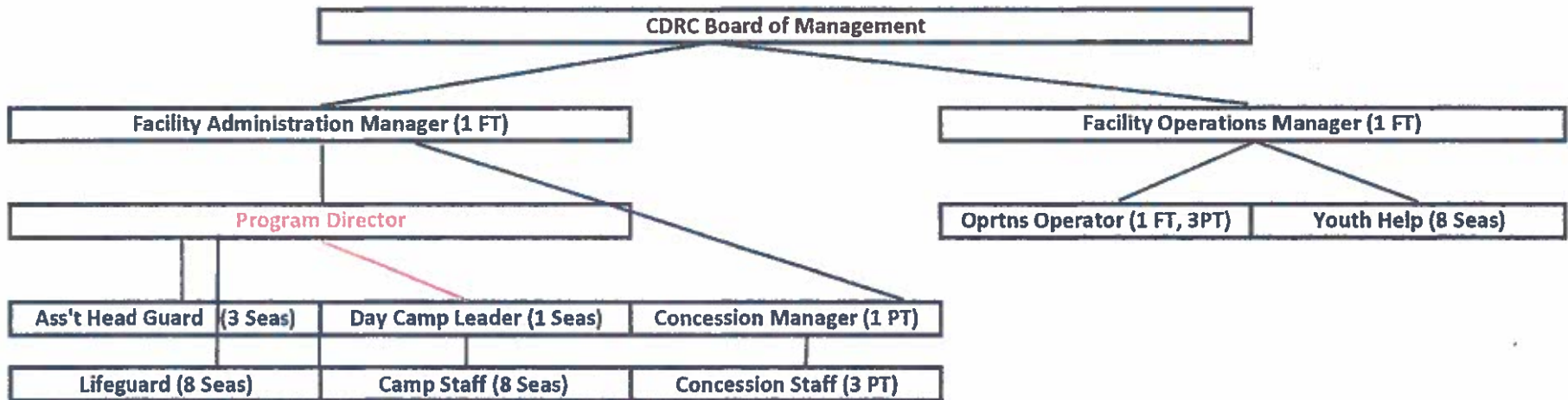
Meeting Rooms (3)

Type of Rental	Period	Pre-Tax Rate	Full Cost
Pool View / 1 Hr	Hour	\$26.00	\$29.38
Pool View Party ***	2 Hours	\$207.00	\$233.91
Meeting Room / Hr	Hour	\$18.00	\$20.34
2 Meeting Rooms / Hr	Hour	\$36.00	\$40.68

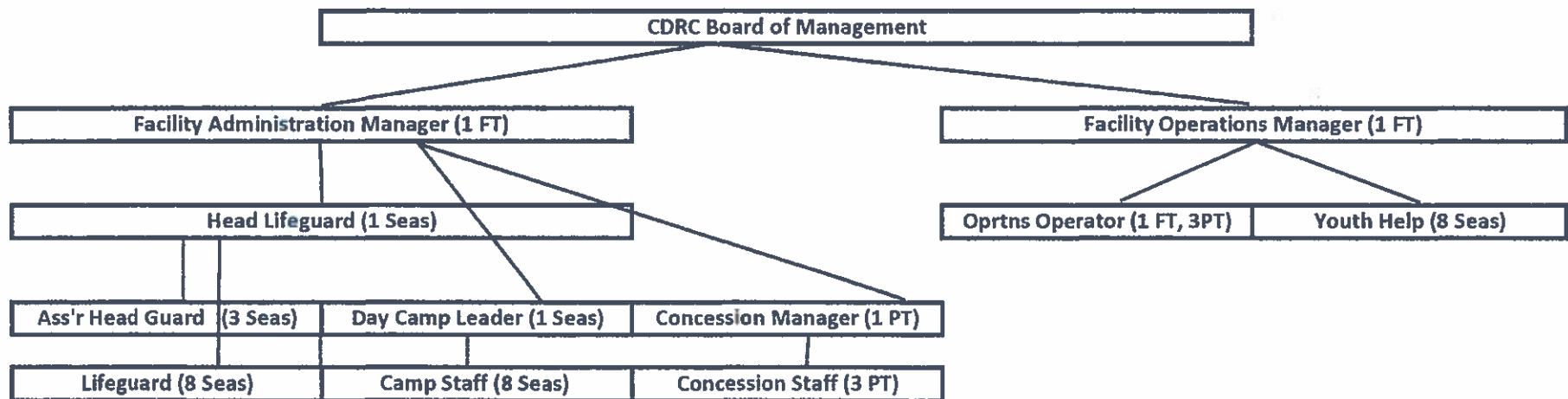
* Program run by CDRC (ie. Pickleball, Table Tennis)

** includes 1 hours of ice or pool time & 2 hours of room rental

2020 CDRC Staffing Plan



2019 CDRC Staffing Plan



To: CDRC Board of Management

Date: August 23, 2019

Subject: Recreation Program Director

Synopsis:

Included in the draft 2020 budget, is a recommendation for the creation of a new fulltime position titled **Recreation Program Director**.

Current Gaps:

1. The facility currently operates with a seasonal head lifeguard and day camp supervisor, despite the need for year around attention to prepare programming, maintain and recruit staff, update promotional material (eg. website, recreation guide, etc) and solicit and manage registration.
2. The facility is currently underutilized due to lack of focus and expertise in the development of new recreational programs and promotion of facility rentals and partnerships.
3. Opportunities are being lost through the lack of a social media "strategy", to promote the facility, provide enhanced customer service, and to drive increased revenue.
4. The Facility Administration Manager is finding it difficult to manager the current workload and has been forced to work overtime and bring on a contracted administration employee for a one year period.

Recommendation:

To relieve the gaps identified above, the fulltime **Recreation Program Director**, reporting to the Facility Administration Manager, would have primary responsibility for:

Management of pool programs and staff
 Management of day camp programs and staff
 Management of facility recreational programs
 Development and Management of new recreational programs
 Management of website content and utilization
 Promotion and solicitation of facility programs, rentals and advertising
 Promotion of facility and programs in social media

It is further recommended that Emily Francis (currently Head Lifeguard) be promoted into this position. Emily has been employed by the CDRC for 9 years, the last 4 years as Head Lifeguard. She also holds a Sport Management Advanced Diploma from Humber College, and has completed related work terms with the Town of Orangeville and the Athlete Institute in Mono.

Financial Impact:

While the position would need to be assessed for the proper pay grade, we anticipate an annual salary of \$50k which is included in the 2020 budget. Offsetting this cost (and included in the 2020 budget) are:

Elimination of seasonal Head Lifeguard Position	\$20k
Reduction in Day Camp Supervisor Hours	\$ 1k
Increased Pool Revenue	\$ 5k
Increased Day Camp Revenue	\$ 5k
Increased Sign Rental Revenue	\$ 5k
Increased Facility Rentals	\$ 5k

Filling the Gaps (re: Gaps noted above)

1. A fulltime program director would fill this gap by providing the necessary year around attention to all programs thereby ensuring their success.
2. This position would focus on providing new programming and promoting the facility which is essential for the facility's financial viability.
3. A social media strategy will be developed and executed to ensure that the CDRC is on the leading edge of social media use.
4. The increased responsibility of recreation director will relieve the current administrative workload.

Conclusion:

The addition of a full time, experienced and educated programming director is required to meet the needs of todays customer. With a growing and increasingly social media driven population, expectations for diversity of programs and availability of information on-line, has become increasingly important. The creation of this position is an important step to meeting those expectations.

CDRC 5 Year Information Technology Budget

Items	Description	Quantity	Lifecycle (years)	Cost per unit	2019	2020	2021	2022	2023
Hardware									
Mobile Work Centres									
	Users have the ability to go mobile by undocking the Laptop.								
Laptop		5	4	\$1,245	\$6,225	\$0	\$0	\$0	\$6,225
Monitor	1-2 depending on user preference	10	8	\$250	\$2,500	\$0	\$0	\$0	\$0
Keyboard and Mouse		5	4	\$50	\$250	\$0	\$0	\$0	\$250
Docking Station		5	8	\$300	\$1,500	\$0	\$0	\$0	\$0
**Dufferin County IT Services	Installation and configuration time estimate (hours)	10		\$60	\$600	\$0	\$0	\$0	\$600
Printer									
LaserJet	Color	2	8	\$400	\$800	\$0	\$0	\$0	\$0
**Dufferin County IT Services	Installation and configuration time estimate	2		\$60	\$120	\$0	\$0	\$0	\$0
Firewall									
	Firewall includes VPN tunnel to extend a domain								
WatchGuard Firewall		1		\$1,000	\$1,000	\$0	\$0	\$0	\$0
WatchGuard License	Yearly support and maintenance cost	1		\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
**Dufferin County IT Services	Installation and configuration time estimate	4		\$60	\$240	\$0	\$0	\$0	\$0
Network Switch									
Aruba 24 Port POE		1		\$1,700	\$1,700	\$0	\$0	\$0	\$0
**Dufferin County IT Services	Installation and configuration time estimate	4		\$60	\$240	\$0	\$0	\$0	\$0
WiFi									
	Secure access and guest. An assessment is required to determine the coverage requirements; however, for the purpose of this budget 3 access points are being budgeted which will provide enough coverage for the administration area.								
Meraki Access Point	Secure and guest user access	3	8	\$465	\$1,395	\$0	\$0	\$0	\$0
Meraki License	3 year support and maintenance	3		\$175	\$525	\$0	\$0	\$525	\$0
*Meraki Installation	The work will be sub-contracted at \$175 per unit	3		\$175	\$525	\$0	\$0	\$0	\$0
Wireless access point assessment	Sub-contractor to determine wireless access point coverage needs. Estimating \$1000	1		\$1,000	\$1,000	\$0	\$0	\$0	\$0
**Dufferin County IT Services	Installation and configuration time estimate	2		\$60	\$120	\$0	\$0	\$0	\$0
Wiring Closet									
	The current location is not suitable for electronic equipment due to fluctuating temperatures and high humidity levels. The closet should be moved to a more temperate and secure location								
Wall mounted rack with lock	Secure access	1		\$500	\$500	\$0	\$0	\$0	\$0
UPS	750 VA Universal Power supply with Wi-Fi data	1		\$965	\$965	\$0	\$0	\$0	\$0
Mounting of rack	This may be something CDRC can do								
**Dufferin County IT Services	Installation and configuration time estimate	2		\$60	\$120	\$0	\$0	\$0	\$0
*Wiring and installation	Bell internet access line and ethernet lines. This will be sub-contracted at \$175 per li	10		\$175	\$1,750	\$0	\$0	\$0	\$0
Hardware Tot					\$23,075	\$1,000	\$1,000	\$1,525	\$8,075

Software

Microsoft 365

365 email tenant for CDRC domain (shelburne.cdrc.ca). There is a yearly cost for the tenant and a per user charge. The tenant includes the 365 suite of application - Skype for Business, Office, OneDrive, Teams, and OneNote

Tenant	Yearly							
Microsoft 365 User Fee (email only)	Yearly - email	1	\$600	\$600	\$600	\$600	\$600	\$600
Microsoft 365 User Fee (Business)	Yearly - 365 suite i.e. Office, Skype, OneDrive etc.	5	\$65	\$325	\$325	\$325	\$325	\$325
		5	\$200	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000

Accounting and Payroll

CDRC currently uses Sage Business vision for payroll and another Sage product for invoicing. Both the products are outdated and need to be moved over to the newer Sage platform. We will assist as much as possible; however, there may be costs if Sage professionals are required to assist in the transition.

Software

Total	\$1,925	\$1,925	\$1,925	\$1,925	\$1,925
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File Sharing and Storage

CDRC can consider using OneDrive, a cloud solution, or depending on discussions with the Township of Shelburne using the existing infrastructure. This needs to be discussed further.

Services

IT Services

\$60 per hour including travel time with a one-hour minimum plus travel cost (mileage). IT services over the phone for requests that require 15 minutes or less, there will be no cost. There will be no charge for the services rendered to assist in the transition to Dufferin County IT.

Support calls	30 hours a year was estimated for this budget.	30	60	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
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IT Services

Total	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
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	2019	2020	2021	2022	2023
County IT Services (waived)	\$1,440	\$0	\$0	\$0	\$600
Subtotal	\$26,800	\$4,725	\$4,725	\$5,250	\$11,800
Taxes	\$1	\$1	\$1	\$1	\$1
Total	\$28,657	\$5,339	\$5,339	\$5,933	\$12,656

Note 1 - Software and hardware is purchased through collaborative agreements (Provincial) on a cost-recovery basis

Note 2 - ** Dufferin County IT service charges are listed but will be waived for the CDRC IT transition

Note 3 - * 3rd party vendor contract fees

To: CDRC Board of Management

Date: August 23, 2019

Subject: County IT Support

As discussed at an earlier Board meeting, staff has been working with the County of Dufferin IT department to develop a plan to bring the CDRC up to current municipal IT standards. The County recently submitted a "CDRC 5 Year Information Technology Budget" for our consideration and review (which is attached).

Staff is requesting that we proceed with acting on these recommendations, and propose the following capital fund expenditures for this year, and the 2020 budget.

2019 Capital

The highest priority items as identified by the County are Work Centres and a Firewall. Therefore, we are recommending the following for 2019.

Purchase of 3 complete work centres (laptops, monitors, keyboards, mouse, and docking stations). These work centres would be allocated to the Facility Administration Manager, the Facility Operations Manager, and the Programming Director. The total capital cost is \$5,600.

Purchase of a network printer for \$400 to be located in manager office area.

"Loan" of 1 work centre from the County at no cost, for use by the contract administrative assistant.

Purchase of a Firewall which is requirement of moving to a "network environment" at a capital cost of \$1,000.

Total capital cost of \$7,000 will be covered by the \$5,000 in the 2019 capital budget for "New laptop, printer" and \$2,000 of the \$10,000 for unidentified projects.

2020 Capital

Purchase of 1 laptop for use by the day camp supervisor. Capital cost is \$1,200.

Purchase of network printer for \$400 to be located at front desk.

Purchase of a network 24 port switch for \$1,700.

Purchase of "Meraki" wireless system for \$3,400.

Move of Wiring Closet (currently in pool room) for cost of \$3,300

The total capital cost of \$10,000 has been included in 2020 draft budget.

Additionally, staff is recommending the following "software costs" be approved, that have been included in the 2020 budget.

Watchguard Licence	\$1,000	
Microsoft Licences	\$2,000	
County IT Services	\$1,800	
Share File Storage	\$500	(payable to Town for utilizing their file server)

The remaining item on the recommendation list that has not been addressed in the 2020 draft budget is the Accounting software upgrade. This is currently being investigated and a recommendation will be forthcoming.



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Hwy. 10, Melancthon, ON, L9V 2E6

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Fax No. - (519) 925-1110

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Email: info@melancthontownship.ca

REPORT TO COUNCIL

TO: MAYOR WHITE AND MEMBERS OF COUNCIL

FROM: DENISE HOLMES, CAO/CLERK

DATE: NOVEMBER 1, 2019

SUBJECT: RETURN OF DEPOSIT TO MANASSA AND SALINDA MARTIN - LOT 245-246, CONCESSION 3 SW

RECOMMENDATION

Be it resolved that: The security deposit of \$5,000.00 be returned to Manassa and Salinda Martin, as the existing house on Lot 245-246, Concession 3 SW has been demolished.

PURPOSE

The purpose of this Report is to provide information to Council on why the deposit of \$5,000.00 is being returned to Manassa and Salinda Martin.

BACKGROUND AND DISCUSSION

On June 11, 2018 both Manassa and Salinda Martin entered into an Agreement with the Township of Melancthon to retain the existing dwelling on Lot 245-246, Concession 3 SW to live in while constructing a new dwelling. A \$5,000.00 deposit was left as security that the existing house would be demolished when the new home was built. On October 31, 2019, Mr. Martin informed the Township via email that the existing house had been demolished.

FINANCIAL

N/A

Respectfully submitted,

Denise B. Holmes, AMCT, CAO/CLERK

ACT #3
NOV 14 2019

Road Management Plan Township of Melancthon



November 7, 2019

Arunas Kalinauskas – Business Manager
Asset Management & GIS

Agenda

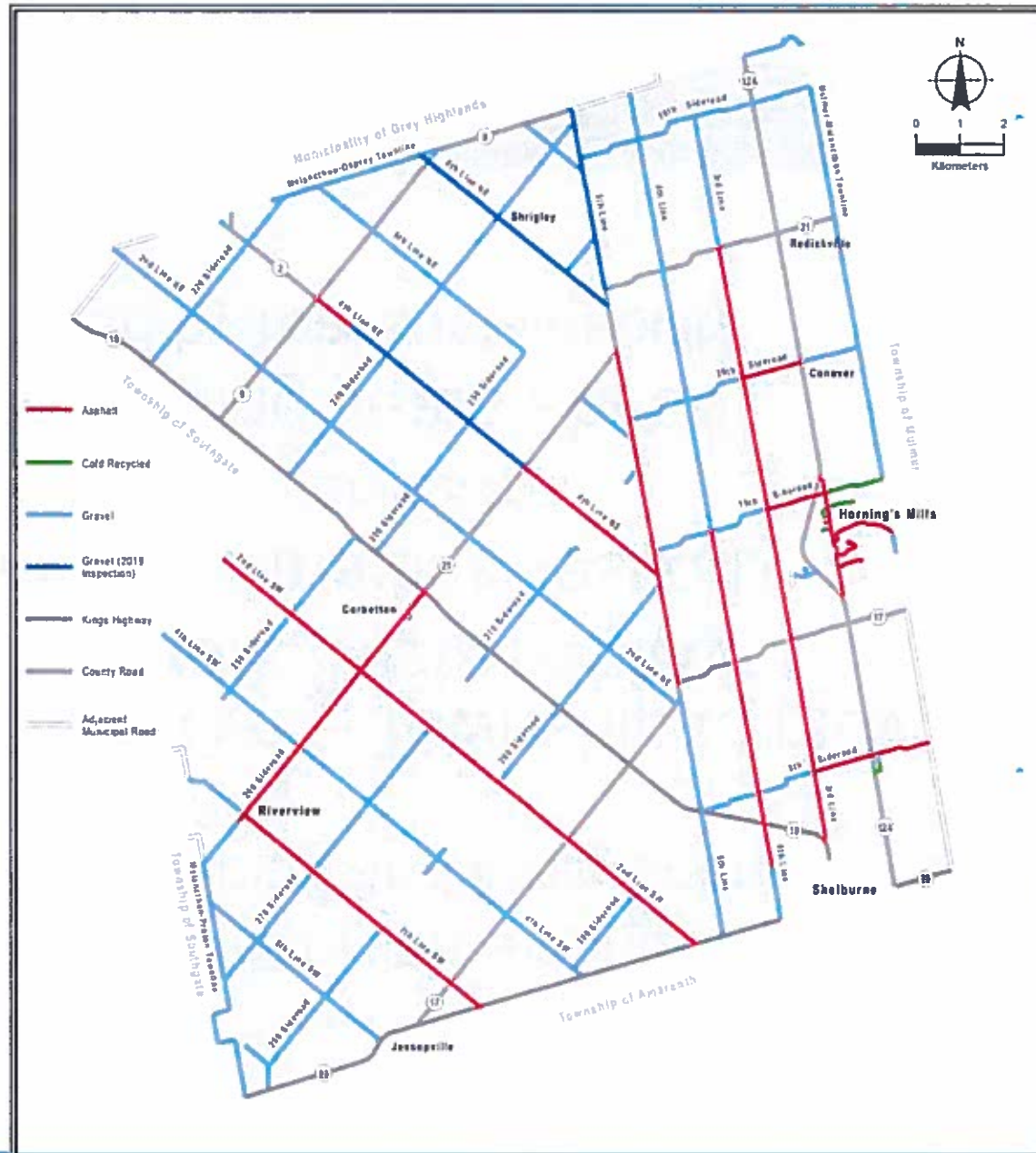
- Road Management Plan Project Summary
- Asphalt vs. Gravel
- Convert to Gravel
- 10 Year Plan
- 20 Year Plan
- Questions



BURNSIDE

Road Management Plan

- Provides
 - detailed 5 Year Plan extended to a 10 Year Plan
 - 20 Year Capital and Maintenance Budget requirements
- Main objective – Township to move towards Road Network Sustainability
- We answer a major question:
 - Paved or Gravel Roads
- 10 Challenging years ahead
 - Followed by real sustainability



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Project Summary

- 91km of Melancthon roads reviewed, and deficiencies identified for surface and base
 - 74km High Class Bituminous (HCB)
 - 2km Cold Recycled Asphalt
 - 15km Gravel
- 22 Automatic Traffic Recorder counts
- No Horizontal deficiencies
- Drainage is understood to be adequate
 - A few locations along 5th Line OS require some geotechnical stabilization

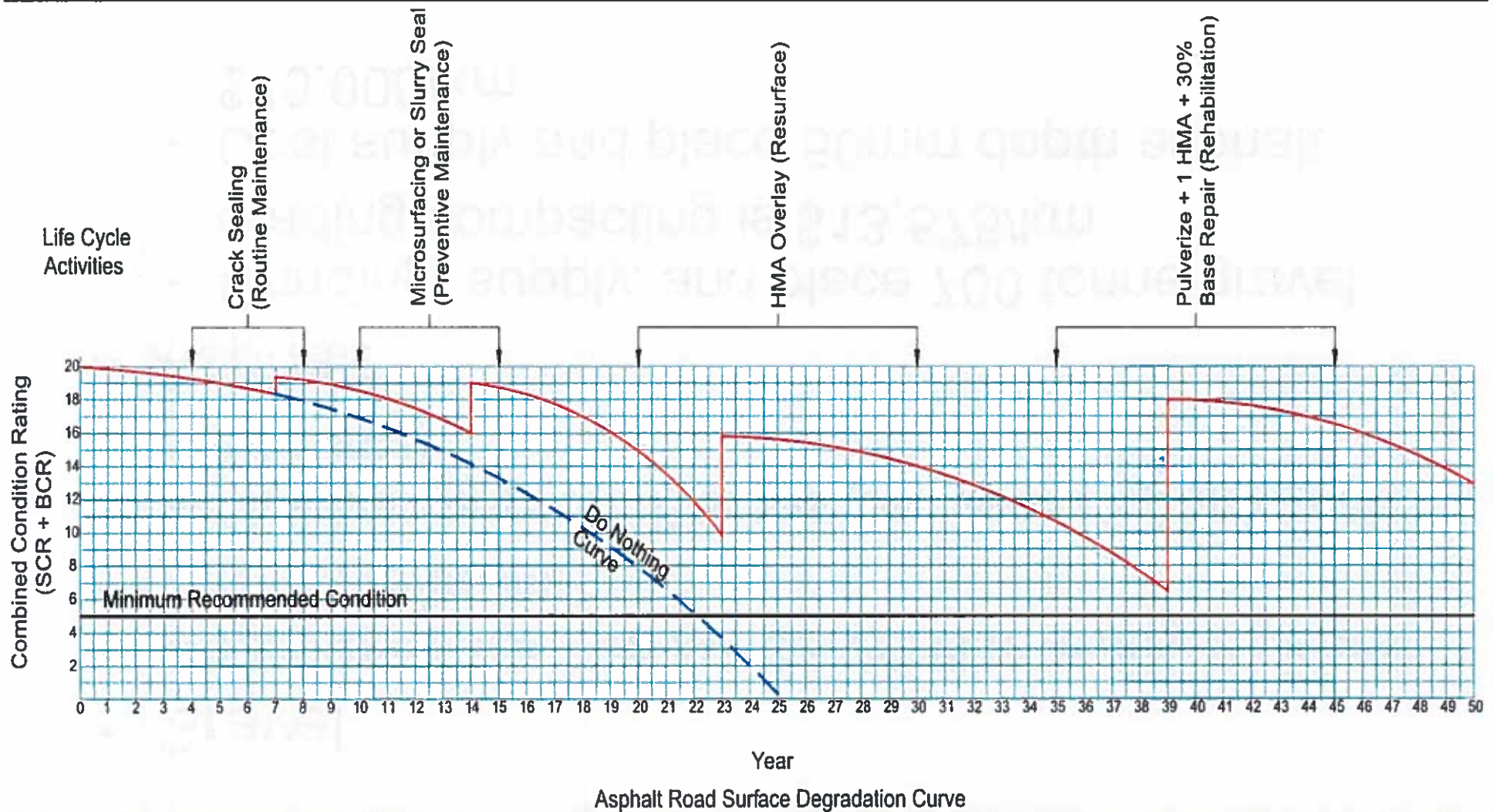


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Project Summary cont.

- Some Vertical Deficiencies
- Some roads with Road Width issues
 - Hornings Mills
 - 3rd Line OS

Road Lifecycle



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Gravel vs Asphalt Roads

- Gravel
 - Maintenance Gravel \$5,200/km every 2 years (\$10.40/tonne)
 - Grading approx. 7 times per year (1.5hr/km at \$150/hr)
- Asphalt
 - Grinding, supply, and place 700 tonne gravel grading compacting is \$13,575/km
 - Cost supply and place 50mm depth asphalt \$70,000/km



Gravel vs Asphalt Roads cont.

- Assume road base has a 60 year lifecycle

Scenario	Existing Base Condition	Present Value Cost Per Km of 60 Year Maintenance / Improvement Lifecycle*
Retain Existing Gravel	Good	\$169,953
Retain Existing Gravel to Future Gravel	Poor	\$198,184
Conversion of Existing Gravel to Future Hardtop	Good	\$216,996
Conversion of Existing Gravel to Future Hardtop	Poor	\$239,046
Retain Existing Hardtop	Good	\$220,996
Retain Existing Hardtop	Poor	\$243,096
Conversion of Existing Hardtop to Future Gravel	Good	\$180,134
Conversion of Existing Hardtop to Future Gravel	Poor	\$202,184



Gravel vs Asphalt Roads cont.

- More to consider than just straight cost
 - Continuity of road network
 - Redistribution of traffic
 - Hardtop roads provide protection to road base
 - Reduced dust emissions
 - Impact on road maintenance
 - Possible impact on real estate values



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Gravel to Asphalt Prioritization

Section ID	Road Name	From	To	Existing AADT Volume (vpd)	Traffic Count Year	GUPI
1452	5 th Line OS	County Road 21	30 th Sideroad	222	2019	40
1519	5 th Line OS	30 th Sideroad	Sideroad 240	222	Estimate	40
1520	5 th Line OS	Sideroad 240	County Road 9	222	Estimate	40
1511	8 th Line NE	Sideroad 240	County Road 9	145	2018	15
1603	8 th Line NE	County Road 9	Townline	125	Estimate	15
1440	8 th Line NE	5 th Line OS	Sideroad 250	196	2019	10
1441	8 th Line NE	Sideroad 250	Sideroad 240	125	Estimate	10
1596	4 th Line NE	Sideroad 240	1 km N of Sideroad 240	150	Estimate*	10
1594	4 th Line NE	Sideroad 250	Sideroad 240	150	Estimate	5
1595	4 th Line NE	County Road 21	Sideroad 250	149	2019	0

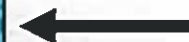


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Asphalt to Gravel Prioritization

Section ID	Road Name	From	To	Existing AADT Volume (vpd)	GUPI
1489	7 th Line SW	Sideroad 270	200m S of Sideroad 260	177	5
95B	4 th Line OS	Strada Pit North Entrance	15 th Sideroad	79	20
194	15 th Sideroad	County Road 124	Main Street	125	20
1345	20 th Sideroad	3 rd Line	County Road 124	164	20
1490	3 rd Line OS	20 th Sideroad	County Road 21	107	25
95A	4 th Line OS	County Road 17	Strada Pit North Entrance	125	25
1491	15 th Sideroad	Main Street	East End of Hardtop	125	25
176	15 th Sideroad	3 rd Line	County Road 124	125	25



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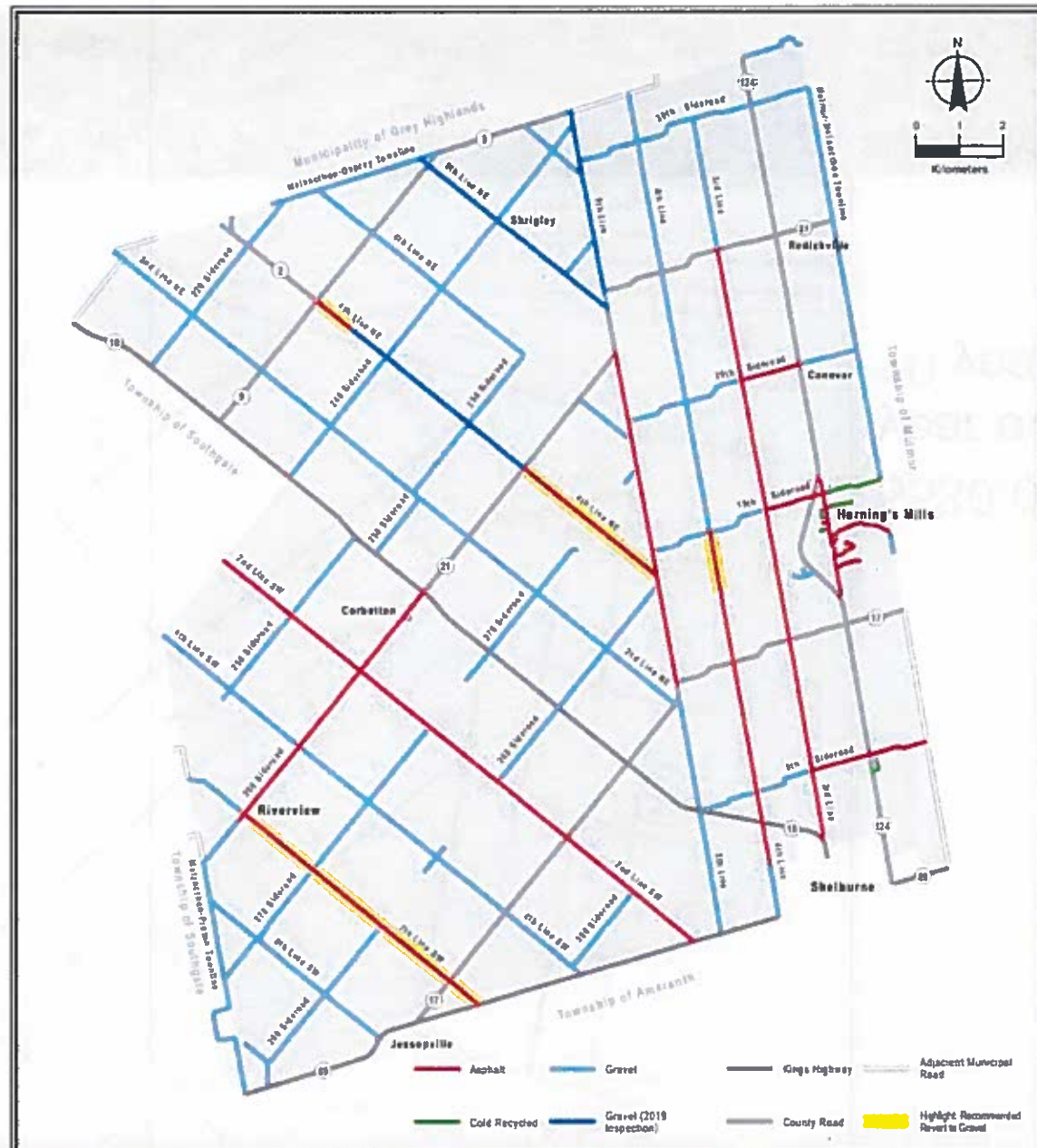
Convert to Gravel

- 7th Line SW – From 89 to Riverview
- 4th Line OS – Strada Gravel Pit to 15th Sideroad
- 4th Line NE – when asphalt at end of life

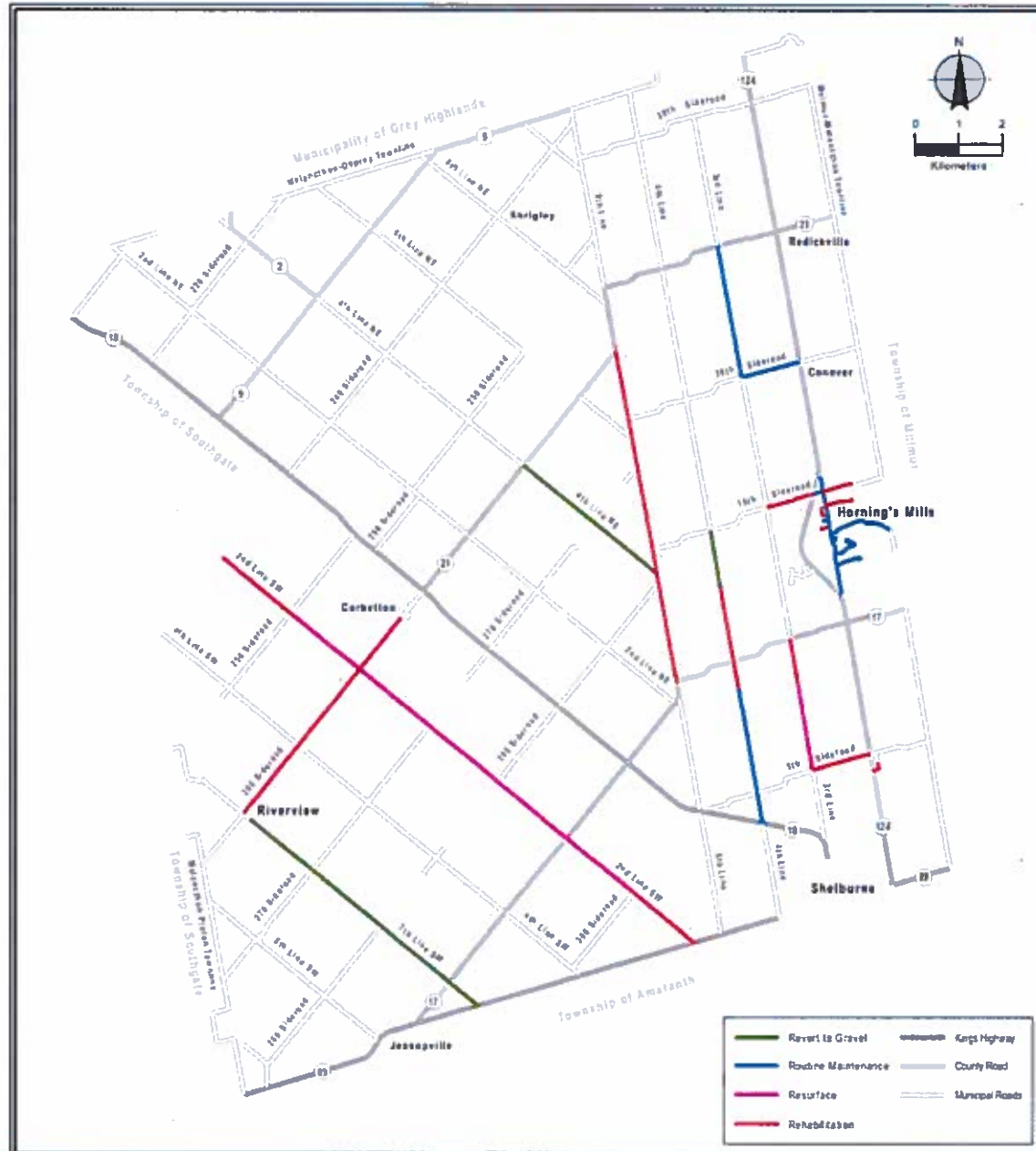
Keep as Asphalt

- 15th Sideroad – Maintain this road as new homes have just been constructed
- 20th Sideroad – Maintain this road as a hardtop road for network connectivity;

Roads Recommended to move to Gravel



10 Year Plan



\$530,000 per year over the 10 years



BURNSIDE

20 Year Plan

- Analysis shows that Township needs \$315,000 per year over the 20 years to become sustainable
- Greatest costs are in first 10 years
- Requires conversion of low traffic asphalt roads (4th Line NE, and 7th Line SW) to gravel
- Very important that Township follow Maintenance Treatments on asphalt roads (costs included in 10 year and 20 year plans)



BURNSIDE

Questions



Arunas.Kalinauskas@rjburnside.com

R.J. Burnside & Associates Limited

519-938-3071

rjburnside.com



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Road Management Plan

Township of Melancthon
157101 Highway 10
Melancthon, ON L9V 2E6



BURNSIDE

Road Management Plan

Township of Melancthon

**157101 Highway 10
Melancthon, ON L9V 2E6**

**R.J. Burnside & Associates Limited
15 Townline
Orangeville ON L9W 3R4 CANADA**

**October 2019
300043927.0000**

Distribution List

No. of Hard Copies	PDF	Email	Organization Name
0	Yes	Yes	Township of Melancthon

Record of Revisions

Revision	Date	Description
0	September 30, 2019	Initial Draft Submission to Township
1	October 11, 2019	Final Submission to Township

R.J. Burnside & Associates Limited**Report Prepared By:**

Cody Raposo, P.Eng.
Transportation Engineer
CR:ls

Henry Centen, P.Eng.
Senior Transportation Engineer
HC:ls

Report Reviewed By:

Arunas Kalinauskas
Business Manager – Asset Management & GIS
AK:ls

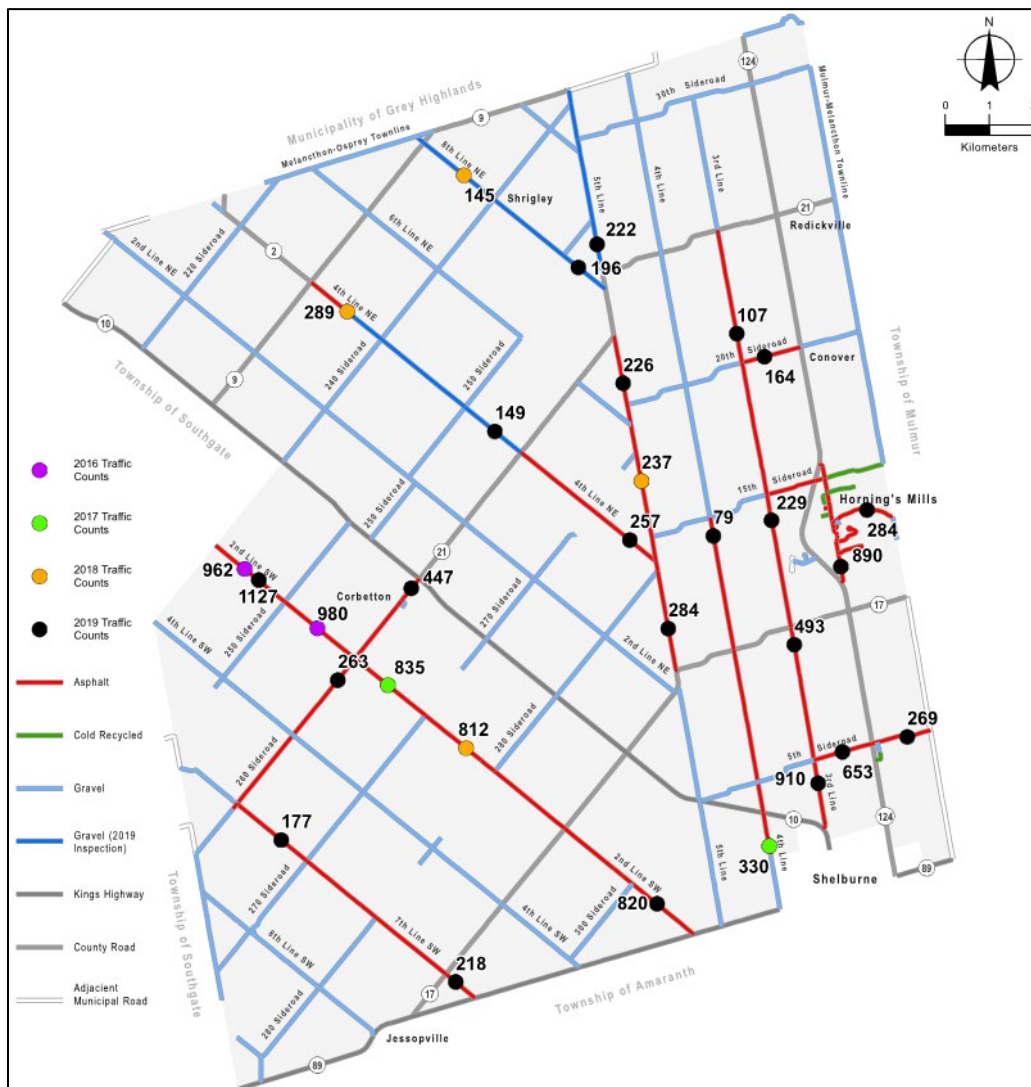
Executive Summary

R.J. Burnside & Associates Limited (Burnside) was retained by the Corporation of the Township of Melancthon (Township) to conduct a Road Management Plan (RMP). This RMP has addressed various road improvement, maintenance and management issues in the Township.

A total of 91 km (centerline) of roads were inventoried and reviewed in this RMP.

Burnside's sub-consultant Ontario Traffic Inc. (OTI) conducted a total of 22 Automatic Traffic Recorder (ATR) counts on roadways throughout the Township in Spring 2019. The traffic count volumes in vehicles per day (vpd), collected between 2016 and 2019, is summarized in Figure (i).

Figure (i): Traffic Count Volume Data



For each hardtop road section, Ride Comfort Rating (RCR), Distress Manifestation Index (DMI) and Pavement Condition Index (PCI) values were determined according to Ontario Good Roads Association (OGRA) criteria. In addition to PCI values, this RMP determined two more specific condition ratings for each hardtop road section: a Surface Condition Rating (SCR), which considers all surface-related deficiencies visible on a road section's surface, and a Base Condition Rating (BCR), which considers all base-related deficiencies visible on a road section's surface. The PCI value is out of 100, the SCR value is out of 10 and BCR value is out of 10.

Various improvement types (capital and maintenance) were considered and assessed in this study. For the 20-year budget sensitivity analysis, SCR and BCR post-treatment values (i.e., conditions) were determined in order to assist in the analysis, through the application of the SCR and BCR values within road degradation formulae. A Priority Guide Number (PGN) was developed in order to prioritize improvement needs.

A financial comparison was made to compare overall construction and maintenance costs of hardtop versus gravel roads under various conversion scenarios and structural base conditions. The results of the cost assessment indicate that, in general, gravel surface roads have reduced costs over hardtop roads (i.e., capital and maintenance costs), assuming a 60-year lifecycle and Annual Average Daily Traffic (AADT) volumes below 400 vpd. However, several other factors were also identified that can influence the decision on which surface type is preferable.

A methodology for establishing the relative merit of upgrading or downgrading road surface types was developed and applied against select roads within the network.

Geometric Deficiencies on the Roads

No horizontal alignment deficiencies were noted on the roads reviewed in this RMP. However, some vertical curve deficiencies have been identified where appropriate warning signage should be installed. Future road improvement projects at these locations should consider improving/reducing the magnitude of the vertical deficiency.

Minimum tolerable hardtop and gravel road widths (i.e., travel lanes) were assessed according to Transportation Association of Canada (TAC) and OGRA criteria. The few sections that were identified are not expected to change in many cases due to buildings built very close to the road and/or other planning related issues.

It is also important to maintain adequate shoulder widths along hardtop roads, to meet the requirements for pavement edge support and as a buffer between traffic and embankment slopes. Based on consultation with Township staff, it was noted that most of the hardtop roads provide acceptable shoulders, except for various segments of 3rd Line OS (which have limited shoulders).

It is recommended that when road sections which have deficient shoulder widths are rehabilitated or reconstructed, that where possible they be upgraded to meet minimum acceptable standards.

Road Maintenance Considerations

The Township undertakes brushing as part of their regular maintenance practices. Where road works are proposed, it is recommended that additional investigations be completed to determine drainage improvement requirements. However, it is also recognized that the practicality of achieving sufficient drainage outlets may constrain the opportunities to improve roads in areas with drainage issues.

Review of Road Upgrading/Downgrading Needs

Analysis of the gravel road sections reviewed in this study, including each road section's estimated existing (2019) AADT volume and calculated Gravel Upgrading Priority Index (GUPI) value was completed. The GUPI value considers factors such as traffic volumes, truck volumes, maintenance requirements and driveway densities.

Based on this analysis, none of the existing gravel road sections are recommended for upgrading to a hardtop surface at this time.

This RMP has reviewed low volume rural hardtop roads for possible reversion back to gravel. Based on the analysis and the calculated GUPI values it is recommended that the following roads be reverted back to gravel when their asphalt surface has degraded and requires rehabilitation:

- 4th Line NE between 5th Line OS and Dufferin Road 21 (section ID #65).
- 4th Line NE between County Road 9 and 1 km north of Sideroad 240 (section ID #72).
- 7th Line SW between Highway 89 and 200 metres south of Sideroad 260 (section IDs #1489, 111, 142 and 143).
- 4th Line OS between the Strada Pit North Entrance and 15th Sideroad (section #95B)

The existing hardtop road sections recommended for consideration to downgrade to gravel surfaces are highlighted on Figure (ii).

Figure (ii): Hardtop Surface Downgrade Recommendations**Review of Hardtop Road Needs**

It has been estimated that the total cost of current hardtop road improvement needs, based on existing road conditions and individual road section improvement needs on hardtop roads in the Township, is approximately \$8 million. Table (ii) summarizes the hardtop road needs by improvement types.

Table (ii): Township of Melancthon Hardtop Road Needs

Improvement Need Type	Amount of Hardtop Road Needs		
	Cost (in CAD Dollars)	Length (in kilometres)	Percentage of Total Length
Routine Maintenance	\$81,781	16.3	21.4%
Preventive Maintenance	\$280,053	11.2	14.7%
Resurface	\$191,658	2.0	2.6%
Rehabilitation	\$4,994,751	37.7	49.4%
Reconstruction	\$2,502,444	9.1	11.9%
Total	\$8,050,867	76.3	100.0%

Table (iii) provides a qualitative condition summary based on the combined SCR plus BCR (out of 20) value ranges on all hardtop road sections in the Township.

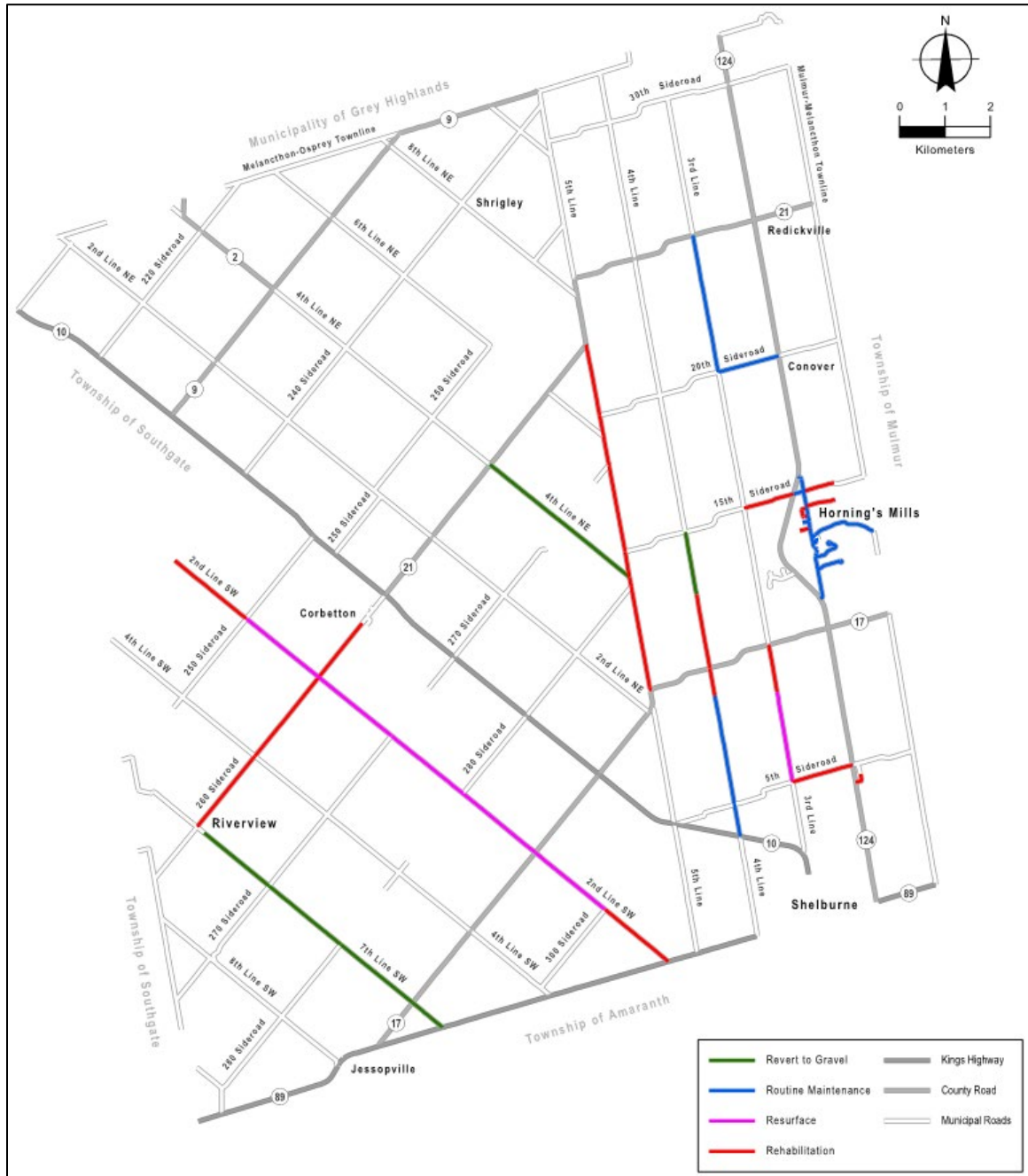
Table (iii): Qualitative Description of Hardtop Road Network

Combined (SCR + BCR) Value Range	Condition	Length of Road (Centerline km)	Percentage of Total Length
18 to 20	Excellent	22.3	29.2%
15 to 17.9	Good	7.9	10.3%
13 to 14.9	Fairly Good	12.1	15.9%
10 to 12.9	Fair	7.3	9.6%
Below 10	Poor	26.7	35.0%
Total	-	76.3	100.0%

Development of Ten-Year Hardtop Road Improvement Plan

A comprehensive ten-year (2020 to 2029) road capital and maintenance improvement plan is recommended, based on an average cost of \$530,000 per year. This budget amount is higher than what the Township currently spends, however a significant budget increase is required over the next decade in order to reduce the existing capital need backlog. As a result of implementing the recommended ten-year improvement plan, it is forecast that the Township's overall hardtop road network condition will improve significantly from an "average" (6.2 out of 10) to "good" (8.7 out of 10) state by 2029.

Figure (iii): Ten-Year Road Improvement Plan



Review of Long-Term (20-year) Hardtop Road Budget Requirements

A sensitivity analysis was completed to determine the funding level required to sustain the Township's forecast "good" overall hardtop road network condition over a 20-year period. The cost to maintain a "good" hardtop road network condition level over the next 20 years (i.e., an overall hardtop network condition at or above 8 out of 10 through year 2039) is forecast to be approximately \$315,000 per year (i.e., average over the 20-year period). The 20-year analysis assumes the aforementioned ten-year plan as a subset of the 20-year period, thus it can be concluded that the annual budget required to maintain the "good" network condition (after spending more than usual over the first ten years to reduce the capital need backlog and achieve a "good" overall network condition) is significantly less between years 11 to 20, when compared to the first ten year period. This reflects the shifting of focus from primarily costly capital improvements to more cost-effective maintenance treatments after a "good" overall condition state is reached, so that this condition state is sustainable over the long-term.

It is recommended that the Township increase their annual investment on hardtop roads over the next decade to try to meet the target average \$530,000 per year amount, and that the Township continue to actively pursue all available capital grants and other funding sources for such work. As noted in the *Township of Melancthon Asset Management Plan*: "while the annual funding requirement may fluctuate, it is important for the Township to implement a consistent, yet increasing, annual investment in capital so that the excess annual funds accrue in capital reserve funds" (Burnside, May 2017). As identified above, it is anticipated that the annual average capital and maintenance investment in the Township's hardtop road network will be significantly less after the first decade, resulting in a 20-year average amount of about \$315,000 per year.

The Township does not currently have an annual budget specific to routine and preventive maintenance treatments for hardtop roads (e.g., crack sealing, micro-surfacing, slurry sealing etc.). However, both the ten-year plan that was developed (at an average of \$530,000 per year) and the 20-year sensitivity analysis (at an average of \$315,000 per year) consider and include maintenance treatments. Best practice indicates that maintenance treatments applied on roads with good bases can provide extended life and are cost-effective in reducing the overall lifecycle expenditures on such roads. Therefore, it is recommended that the Township begin incorporating maintenance treatments on hardtop roads (within the aforementioned recommended budgets). Such maintenance treatments may be implemented as demonstration (i.e., test) projects initially, with ongoing monitoring to gauge their effectiveness.

Burnside gratefully acknowledges the assistance and contributions of Township staff and Roads Committee in the preparation of this study and Report.

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Appendices

Appendix A Acronyms
Appendix B Existing Road Surface Types Map
Appendix C Road Inventory Table
Appendix D Benchmark Cost Breakdown Tables
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Appendix F Table and Map of Ten-Year Road Improvement Plan

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1.0 Introduction

R.J. Burnside & Associates Limited (Burnside) has been retained by the Corporation of the Township of Melancthon (Township) to conduct a Road Management Plan (RMP). This RMP has addressed various road improvement, maintenance and management issues in the Township, including a review of the following:

- all existing hardtop roads in the Township, in addition to Township-identified select gravel roads (via field data collection in Spring 2019);
- an analysis of the current road conditions;
- a review of potential surface type upgrades or downgrades for select roads;
- a ten-year road capital and maintenance improvement plan; and
- an analysis of long-term (20-year) capital and maintenance budget requirements.

The acronyms used throughout this report have been summarized in Appendix A.

2.0 Asset Management Plan Considerations

2.1 Road Management Plans as Input to Asset Management Plans

As an asset management practice, it is recommended that detailed condition and inventory information be obtained and analyzed on the Township's tangible capital assets regularly. To paraphrase, Ontario Regulation 588/17 specifies that each municipality's asset management plan should base current levels of service being provided on data from at most the two calendar years prior to the year in which the Asset Management Plan (AMP) is completed. Where detailed condition information is not available, AMPs typically use the age of an asset as a general indicator of where an asset is within its lifecycle and in assessing the risk associated with the needed improvements or replacements to this infrastructure. Ontario Regulation 588/17 requires that the following considerations be made:

- Options must be compared on lifecycle cost, including the cost of constructing, maintaining, renewing and operating an infrastructure asset through its service life.
- Other indirect benefits and costs associated with each option should be considered (e.g. user costs, safety, environmental, etc.).
- Each option must be evaluated based on its potential risk, using an approach that allows for comparative analysis. Risks associated with each option can be scored based on quantitative measures when reasonable estimates can be made of the probability of the risk event happening and the cost associated with the risk event.

Ontario Regulation 588/17 also requires that municipal governments have an adopted AMP for its core assets (i.e., which includes roads) by July 1, 2021. The AMP is to discuss current levels of service and the cost of maintaining those services. For roads, the regulation sets out the following qualitative descriptions and technical metrics that are to be reported in the AMP as an indication of the current levels of service being provided by the municipality:

- A description, which may include maps, of the road network in the municipality and its level of connectivity. The number of lane-kilometres of each of arterial roads, collector roads and local roads as a proportion of square kilometres of land area of the municipality;
- A description or images that illustrate the different levels of road class pavement condition. For paved roads in the municipality, the average pavement condition index value is to be provided. For unpaved roads in the municipality, the average surface condition (e.g., excellent, good, fair or poor) is to be provided.

The AMP is to provide an assessment of the lifecycle activities that would need to be undertaken to maintain the current levels of service, for each of the ten years following the year for which the current levels of service were established. By July 1, 2024, the AMP is to also include the establishment of the municipality's proposed levels of service,

the options for achieving these levels of service and the risks associated with those options to the long-term sustainability of the municipality.

The inventory and road needs assessment provided in this RMP are intended to provide a basis for the information requirements for the updating of the municipality's AMP, to meet the requirements of Ontario Regulation 588/17.

2.2 2017 Township of Melancthon Asset Management Plan

The *Township of Melancthon Asset Management Plan* (Burnside, May 2017) concluded that the Township's overall (i.e., weighted average) road surface and road base condition were both "average". It was also concluded that the overall risk of the Township's road surface and road base assets was "moderate".

The following specific recommendations were made in the Asset Management Plan with regards to the Township's roads:

- 2nd Line SW – change the posted speed limit from 80 km/h to 60 km/h.
- 2nd Line SW from 250 Sideroad to Melancthon/Southgate Boundary Line – grind the existing asphalt surface and add more gravel to stabilize the road base. Consider replacing the asphalt surface in a subsequent year, depending on traffic volume.
- 2nd Line SW from Highway 89 to 300 Sideroad – grind the existing asphalt surface and add more gravel to stabilize the road base. Consider replacing the asphalt surface in a subsequent year, depending on traffic volume.
- Road bases are not expected to be fully replaced, but rather improved in localized areas (i.e., by digging out and repacking). The following road sections may require additional road base support/stabilization:
 - 2nd Line SW from 250 Sideroad to Melancthon/Southgate Boundary Line;
 - 2nd Line SW from Highway 89 to 300 Sideroad; and
 - High Street in Horning's Mills (which has been completed at the time of this RMP).
- 4th Line NE from 240 Sideroad to County Road 9 – grind the existing asphalt surface and add more gravel to stabilize the road base. Consider replacing the asphalt surface in a subsequent year, depending on traffic volume. At the time of this RMP, part of this segment has been reverted to gravel.
- 5th Line OS (asphalt road segments) – indications of road base instability. Grind the existing asphalt surface and add more gravel to stabilize the road base. Consider replacing the asphalt surface in a subsequent year, depending on traffic volume.

The 2017 AMP estimated that the total 2016 replacement cost of road surfaces and bases in the Township were \$6,460,483 and \$105,612,196, respectively.

3.0 Inventory of Roads Considered in this RMP

All road section data contained in this RMP is based on a field review conducted in May 2019 by one Township staff member and one senior technical Burnside staff member. This RMP focuses primarily on the construction and maintenance needs of all hardtop roads in the Township, in addition to select gravel road sections (as confirmed via discussions between the Township and Burnside).

A total of 91 km (centerline) of roads were inventoried and reviewed in this RMP, consisting of 74 km High Class Bituminous (HCB) asphalt, 2 km cold recycled asphalt (CRA), and 15 km gravel surface (i.e., select gravel roads only, not the entire Township gravel road network). A map illustrating the existing surface type of roads in the Township is contained in Appendix B.

The road section inventory data collected in this RMP is summarized in Appendix C.

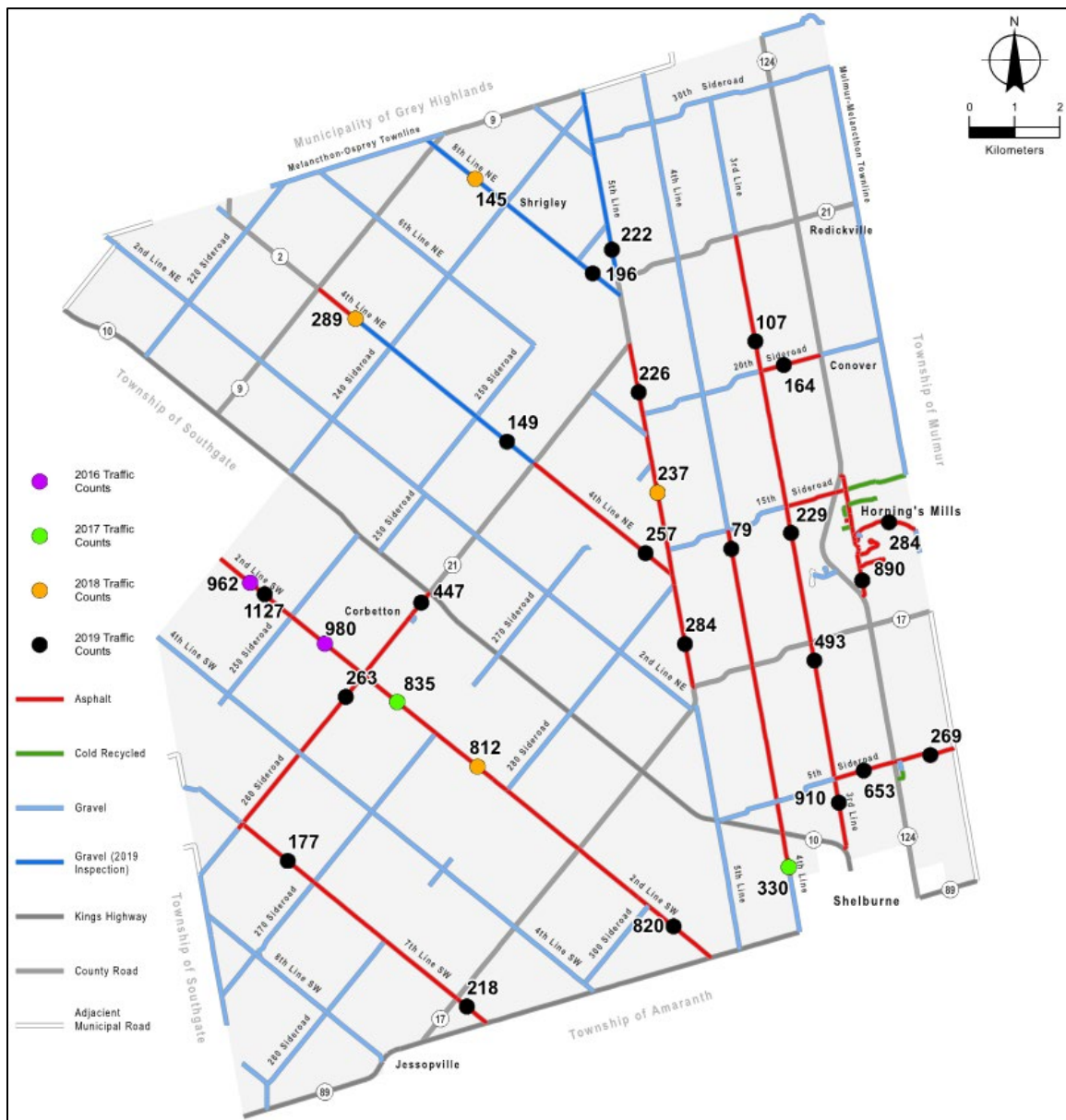
4.0 Traffic Counts and Annual Average Daily Traffic (AADT)

Burnside's sub-consultant, Ontario Traffic Inc. (OTI), completed a total of 22 Automatic Traffic Recorder (ATR) counts on roadways throughout the Township in the Spring of 2019. Factors that were considered in determining the optimal 22 ATR count locations included:

- gravel road sections that may be potential candidates for upgrading to hardtop surfaces;
- Hardtop road sections through the Township where it was deemed necessary to confirm the traffic and truck volumes to ensure that accurate data was incorporated into the road analysis work completed in this RMP.

All 22 ATR counts included both volume and vehicle classification data, collected over a 72-hour period between Thursday and Saturday, recorded in 15-minute intervals.

In addition to the above counts conducted by OTI, the Township provided Burnside with traffic volume/classification data from 2016, 2017, 2018, and 2019 on select roads. The Township collected more traffic counts in September to verify the counts on some of the higher traffic roads. The traffic count data collected in 2016, 2017, 2018 and 2019 is summarized in Figure 1.

Figure 1: Traffic Count Volume Data

The traffic volume/classification data was utilized, in conjunction with a general assessment of the road network and origin/destination considerations, in order to estimate Annual Average Daily Traffic (AADT) volumes and truck volumes on all road sections considered in this RMP. AADT volumes are one of the factors used in establishing potential improvement/upgrading requirements, as well as the formulation of improvement benchmark costs and road improvement priorities. For road segments where no traffic counts were available, traffic volume approximations were assigned based on the general traffic volume range forecasted, for use in the road assessments.

The location of various urban areas and developments throughout and adjacent to the Township were reviewed in conjunction with planning-level studies in order to make 10-year AADT forecasts on roads considered in this RMP. In the *Township of Melancthon Official Plan* (August 2014), it is stated that the population in 2031 is forecast to be 3,410, which would represent a 0.84% per annum growth rate from the Township's 2016 population of 3,008 (Statistics Canada). Also, population growth in the municipalities adjacent to Melancthon will impact traffic on some of the Township's roads. Growth in the Town of Shelburne is estimated to be approximately 2.2% per annum over the next 20 years, according to the *Town of Shelburne Official Plan* (December 2017 Consolidation). Growth in Southgate Township is estimated to be 0.61% per annum over the next 20 years (about 370 residential units, much of which will be in Dundalk), according to Grey County's *Growth Management Strategy Update* (Hemson Consulting Ltd, December 2015).

Based on the above considerations, the following traffic volume (i.e., AADT) growth rates were applied on roadways in this RMP, for the purpose of estimating 10-year (i.e., 2029) traffic volumes:

- A 2.0% Compound Annual Growth Rate (CAGR) was applied to AADT volumes on the following roadways:
 - 3rd Line OS between Highway 10 and County Road 21;
 - 4th Line OS between Shelburne Boundary and 15th Sideroad;
 - 5th Line OS between County Road 17 and County Road 21;
 - 5th Sideroad between 3rd Line and Mulmur/Melancthon Townline; and
 - 2nd Line SW (entire length).
- A 1.0% CAGR was applied to AADT volumes on all other roads considered in this RMP.

The AADT volume and range estimates for all road sections considered in this RMP is contained in Appendix C. The raw traffic count data collected by OTI has been provided to the Township digitally (Excel and PDF formats).

5.0 Methodology

5.1 Hardtop Road Condition Ratings

The Township's hardtop roads were reviewed in the field by Burnside with Township staff in May 2019 to determine their condition ratings. Specific pavement distress ratings were assigned for 15 distress types for all hardtop road sections in the Township, based generally on the "Flexible Pavement Condition Evaluation Form" developed by the Ontario Good Roads Association (OGRA), as illustrated in Figure 2. Weighting factors are assigned to each distress type as well as to the severity and density of the distress, as shown in Figure 1. The summation of all the various distress weightings, severities and densities for each road section provide a Distress Manifestation Index (DMI) for that section.

In addition to surface distresses, a Ride Comfort Rating (RCR) was also estimated for each road section. The RCR is a subjective measure of ride smoothness, measured on a 1 to 10 rating scale, with 10 representing a very good RCR (i.e., very smooth ride) and 1 representing a very poor ride, as delineated on Figure 1.

Pavement Condition Index (PCI) values were calculated for all hardtop road sections in the Township, according to the formula identified in Figure 2. The PCI, which is based on the DMI and RCR values for each road section, provides a rating out of 100, with higher PCI ratings reflecting better road pavement conditions.

Road Management Plan
October 2019

Figure 2: Flexible Pavement Condition Evaluation Form (Generally Following Ontario Good Roads Association Methodology)

FLEXIBLE PAVEMENT CONDITION EVALUATION FORM																					
Survey Date: _____					Evaluated by: _____																
Road (Street) Name: _____					Section Length _____					km											
Location from: _____					to: _____																
Class of Road (circle both mtce. class & functional class)					1 2 3 4 5 6					Freeway Arterial Collector Local											
Section # (if applicable) _____																					
Ride Comfort Rating (at posted speed)																					
10	9	8	7	6	5	4	3	2	1	Severity of Distress (Si)					Density of Distress (Di)						
Very Good	Good			Fair			Poor		Very Poor	Very Slight	Slight	Moderate	Severe	Very Severe	Few	Intermittent	Frequent	Extensive	Throughout		
																<10	10-20	20-40	40-80	>80	
Pavement										Wi	0.25	0.5	1	1.5	2	0.25	0.5	1	1.5	2	
Surface Defects		Ravelling & loss of surface aggregate			1	1.5															
		Flushing			2	0.5															
Surface Deformations		Rippling and Shoving			3	1.0															
		Wheel Track Rutting			4	3.0															
		Distortion			5	3.0															
Cracking	Longitudinal Wheel Track	Single and Multiple			6	1.0															
		Alligator			7	3.0															
	Centreline	Single and Multiple			8	0.5															
		Alligator			9	2.0															
	Pavement Edge	Single and Multiple			10	0.5															
		Alligator			11	1.5															
	Transverse	Half, full and multiple			12	1.0															
		Alligator			13	3.0															
		Longitudinal – meander or mid-lane			14	1.0															
		Potholes/Patching			15	3.0															
$\Sigma Wi \times (Si + Di)$ (for all 15 distresses) = _____ DMI																					
PCI = 100 – (DMI + (10 – RCR)) = _____																					

The establishment of a PCI value for each road section provides valuable information to identify, compare and prioritize road maintenance and improvement needs for the various road segments within the network. However, the provision of a single PCI number does not fully capture the causative factors of the observed distresses, nor whether such factors are indications of a surface condition need or a base condition need. One of the key challenges in utilizing performance-based decision making to manage road assets is a recognition that the road and base elements will have different lifecycles. To address these factors Burnside has further used the collected condition data to establish condition ratings that are specific to the surface or base components. A Surface Condition Rating (SCR) is established from the surface-related distresses that are visible on the road sections' surface. A Based Condition Rating (BCR) is established from the base-related distresses that are inferred from some of the distress types that are visible on the road sections' surface (i.e. in the absence of boreholes being completed to directly view the base). The distresses that are considered in the establishment of the SCR and BCR ratings are summarized in Table 5.1.

Table 5.1: Individual Hardtop Deficiency Types Relating to SCR and BCR Values

Deficiency Type		Considered in SCR (Yes/No)	Considered in BCR (Yes/No)
Surface Defects	Ravelling & loss of surface aggregate	Yes	No
	Flushing	Yes	No
Surface Deformations	Rippling & Shoving	Yes	No
	Wheel Track Rutting	No	Yes
	Distortion	No	Yes
Longitudinal Wheel Track Cracking	Single & Multiple	Yes	No
	Alligator	No	Yes
Centerline Cracking	Single & Multiple	Yes	No
	Alligator	No	Yes
Pavement Edge Cracking	Single & Multiple	Yes	No
	Alligator	No	Yes
Transverse Cracking	Single & Multiple	Yes	No
	Alligator	No	Yes
Longitudinal Cracking – meander or mid-lane		Yes	No
Potholes/Patching		No	Yes

The SCR and BCR ratings have been applied in the study to get more representative and specific data relative to the condition of road surfaces and bases, as well as to more precisely assess treatment need types. Each of the SCR and BCR ratings are on a scale out of 10, with 10 representing a very good condition.

To convert the condition data collected in the field (i.e., based on the severity and density of the distresses noted on the surface of the road) into SCR and BCR values, the conversion matrix shown in Table 2 was applied.

Table 5.2: Individual Deficiency Rating Conversion Matrix (to SCR & BCR Values)

Severity	Density				
	Few	Intermittent	Frequent	Extensive	Throughout
Very Slight	9	9	9	9	9
Slight	9	9	8	8	8
Moderate	8	7	6	5	5
Severe	8	7	4	3	2
Very Severe	8	7	3	2	1

* If a specific distress is not present (for any given road section), then the SCR and BCR values are both 10.

In order to obtain the overall SCR and BCR rating for each hardtop road section, the minimum SCR and BCR rating for any specific deficiency on any given road section was applied. For example, for a given road section, if the individual surface-related deficiencies have SCR's ranging from 3-10 and individual base-related deficiencies ranging from 4-7, then the overall SCR and BCR ratings for this road section would be 3 and 4, respectively.

The SCR, BCR, and PCI condition ratings for each road section inventoried are included in Appendix C.

5.2 Improvement Types

The hardtop road improvement types considered in this study are the following:

- Routine Maintenance (RM) – crack sealing.
- Responsive Maintenance - spot improvements/patching (asphalt surfaces).
- Preventive Maintenance (PM) – micro-surfacing or slurry seals.
 - Routine/Preventive Maintenance can help to delay the need for more extensive rehabilitation or reconstruction. Routine/preventive maintenance is typically done when a road is in good condition. Crack sealing, slurry sealing, and microsurfacing can prevent water from infiltrating through cracks to the road base, which ultimately helps to prevent further deterioration of the road base and increases the length of time before more extensive treatments are required.
- Resurface (R) – Hot Mix Asphalt (HMA) overlay (semi-urban and rural environments) or mill and replace surface course asphalt (urban environment).
 - Resurfacing treatments are typically done when a road is in fair condition. Given that the road is in fair condition, resurfacing treatments generally consist of replacing the surface of roadways, but minimal (if any) work is done to the base of the road. Resurfacing treatments mentioned in this RMP are not to be confused with microsurfacing treatments, which are considered a form of preventative maintenance which is applied to roads still in good condition with only minor amounts of cracking.
- Rehabilitation (REH) – pulverize, partial culvert replacement, addition of Granular A and one or two lifts of HMA (semi-urban and rural environments) or full depth asphalt

- removal, catch basin/manhole adjustments, spot curb replacement and two lifts HMA (urban environments).
- More extensive rehabilitation treatments are applied to pavements in poor condition which have deteriorated to a point where partial or full depth replacement of the pavement is required to protect the integrity of the underlying granular base and to delay more extensive reconstruction being required. Pavement rehabilitation extends the service life of a pavement and its load carrying capacity by enhancing its pavement structure. This is achieved by eliminating the age-related deterioration of the pavement and/or increasing the thickness of pavement layers, which returns the structural adequacy of the overall pavement to a value that is able to meet the loading requirements that it is designed to service.
 - Reconstruction (REC) – full depth removal, total base replacement, total curb replacement and catch basin/manhole adjustments (urban environment), partial culvert replacement (rural or semi-urban environments), and one or two lifts HMA.
 - Reconstructions are typically done when a road is in very poor condition, or if work is being done to infrastructure beneath a road which require that the road be reconstructed. If pavements are left to deteriorate, they become weak and lose their structural integrity. As its structural capacity is weakened, a pavement will begin to disintegrate, resulting in extensive cracking, rutting and potholes being developed. At this point maintenance, resurfacing, or rehabilitation treatments will not be able to restore its structural integrity. Once a minimum condition level is reached (i.e., approximately PCI 20), the pavement and road base may require full reconstruction in order to reestablish the proper base support for the pavement. Applying a lesser degree of rehabilitation may result in premature failure of any newly applied pavement surface. Once the pavement degrades below a minimum recommended condition, ongoing maintenance (e.g., filling of potholes) will typically increase significantly and/or safety or user complaints may become a concern. Reconstruction is also required when the pavement needs to be improved, to cater to significant increases in projected traffic volumes or increased truck volumes or to accommodate road widening.

To determine improvement types that are warranted for certain road sections, the SCR and BCR ratings, determined from the distresses collected in the field, were assigned to the distress trigger value ranges set for different improvement types. The trigger value ranges set for each improvement type are summarized in Table 5.3, in addition to the effect that is anticipated from the improvement on road conditions (i.e., the net benefit to the SCR and BCR values after a certain improvement type). Specific details on what each improvement entails are included in Table 5.3, based on the distress trigger ranges, surface type, roadside environment, and traffic volumes. Estimated treatment costs (approximate) are also provided in Table 5.3, with the basis of these estimated bench mark costs provided in Appendix D.

Table 5.3: Template for Lifecycle Road Improvements

Improvement	Urban or Semi-Urban - Hardtop (Any AADT)				Rural - Hardtop (HCB/CRA)					Semi-Urban or Rural - Gravel			
	Post-Treatment Condition	High Class Bituminous (HCB)	Cold Recycled Asphalt (CRA)	Distress Triggers	Post-Treatment Condition	AADT>=400	400>AADT >=200	AADT<200	Distress Triggers	Post-Treatment Condition	AADT>=200	AADT<200	Distress Triggers
Routine Maintenance (RM) ¹	SCR=10	Crack Sealing [\$0.75 per m ²]	N/A (Responsive Maintenance)	8.5<=SCR<9.5 AND BCR>=7.5	SCR=10	HCB – Crack Sealing [\$0.75 per m ²] CRA – N/A (Responsive Maintenance)			8.5<=SCR<9.5 AND BCR>=7.5	N/A	Maintenance Gravel + Calcium Chloride [\$0.80 per m ²]	Maintenance Gravel + Calcium Chloride [\$0.80 per m ²]	N/A
Preventive Maintenance (PM)	SCR=10	Micro-Surfacing [\$4 per m ²]		7.5<=SCR<8.5 AND BCR>=7.5	SCR=10	Micro-Surfacing [\$4 per m ²]		Slurry Seal [\$3 per m ²]	7.5<=SCR<8.5 AND BCR>=7.5				
Resurface (R) ²	SCR=10 BCR=8	<u>Urban</u> - Mill + 50mm HL4 [\$13 per m ²] <u>Semi-Urban</u> – 50mm HL4 + Shouldering [\$10 per m ²]		5.5<=SCR<7.5 AND BCR>=6.5	SCR=10 BCR=8	60mm HL4 + Shouldering [\$14 per m ²]	50mm HL4 + Shouldering [\$10 per m ²]		5.5<=SCR<7.5 AND BCR>=6.5				
Rehabilitation (REH) ^{5, 9}	SCR=10 BCR=9	<u>Urban</u> - Full depth asphalt removal + 50mm HL8 + 40mm HL3 + 10% Curb/Gutter Replacement + Catch Basin/Manhole Adjustments [\$26 per m ²] <u>Semi-Urban</u> – Pulverize + 60mm HL4 + Shouldering [\$15 per m ²]		2<=SCR<5.5 OR 2<=BCR<6.5	SCR=10 BCR=9	Pulverize + PAD + 100mm Granular A + 60mm HL4 + 40mm HL3 + Shouldering [\$29 per m ²] ⁷	Pulverize + PAD + 100mm Granular A + 60mm HL4 + Shouldering [\$20 per m ²] ⁸	Pulverize + 60mm HL4 + Shouldering [\$15 per m ²]	2<=SCR<5.5 OR 2<=BCR<6.5				
Reconstruction (REC) ⁶	SCR=10 BCR=10	<u>Urban</u> – Full depth asphalt removal + Total base replacement + 50mm HL8 + 40mm HL3+ 100% Curb/Gutter Replacement + Catch Basin/Manhole Adjustments [\$68 per m ²] <u>Semi-Urban</u> – Full depth asphalt removal + Total base replacement + 60mm HL4 + Shouldering [\$42 per m ²]		SCR<2 OR BCR<2 OR Requires underground infrastructure improvements	SCR=10 BCR=10	Full depth asphalt removal + Total base replacement + 50mm HL8 + 40mm HL3 + Shouldering [\$51 per m ²]	Full depth asphalt removal + Total base replacement + 60mm HL4 + Shouldering [\$42 per m ²]		SCR<2 OR BCR<2 OR Requires underground infrastructure improvements	SCR=10 BCR=10	Total base replacement + 60mm HL4 ³ + Shouldering [\$37 per m ²]	Considers Surface Upgrade Criteria ⁴	

1. For crack sealing, in addition to the SCR, single/multiple cracking must be present on the road section (i.e., some cracking, such as alligator or block cracking, is more typically related to the road base and typically are not able to practically benefit from crack sealing).
2. Cracks over 0.25 inches wide should be sealed prior to application of an HMA Overlay treatment, to reduce the potential for reflective cracking. Contingencies have been excluded from the resurface unit cost estimates.
3. Boreholes should be taken at the design stage to determine the condition of a gravel road's base, and to confirm if asphalt is preferred (over Double Surface Treatment, recycled asphalt, etc.). Improvements to the road section's base and drainage are required prior to hardtopping the road's surface.
4. Refer to the gravel road upgrading policy outlined in Section 5.8 for all criteria that should be considered when determining if a gravel road section warrants upgrading to a hardtop surface, as well as an upgrading prioritization methodology. Note that simply adding a hardtop surface to a previously gravel road section (without ensuring that the road's alignments, width, drainage, etc. meet hardtop road standards) does not constitute as a reconstruction project.
5. Either a REH or REC treatment is applied at the end of the road's life, depending on the condition of the road base. Rehabilitation unit costs shown do not consider culvert replacement costs. Contingencies have been excluded from the rehabilitation unit cost estimates.
6. The unit cost applied in this study to revert an existing hard-top road to a gravel surface is \$5.76 per m², and consists of pulverizing the existing hard-top road and adding 100mm of Granular A. Either a REH or REC treatment is applied at the end of the road's life, depending on the condition of the road base. Reconstruction unit costs shown do not consider culvert replacement costs. Contingencies have been excluded from the reconstruction unit cost estimates.
7. Additionally, the cost for a potential rehabilitation treatment on any segment of 2nd Line SW or 3rd Line OS (from Shelburne to County Road 17) was estimated at \$29 per m², to account for high traffic volumes and the function of each road.
8. Additionally, the cost for a potential rehabilitation treatment on any segment of 5th Line OS was estimated at \$34 per m² (instead of \$20 per m²), since 5th Line OS is in a swamp area and, therefore, a rehabilitation on 5th Line OS would include a 9 metre wide geogrid as well as additional granular A. The estimated existing (2019) traffic volume on all asphalt segments of 5th Line OS are between 200 and 400 vehicles per day (vpd).
9. The following sections have both an existing rehabilitation treatment need and vertical deficiencies: 3rd Line OS between County Road 17 and 2 km north of 5th Sideroad (section #544) and 3rd Line OS between County Road 17 and 15th Sideroad (section #96). To account for the correction of the vertical deficiencies on these two sections, an additional \$30,000 and \$150,000 were added to the total improvement need cost for sections #544 and #96, respectively.
10. Unit costs for specific road section improvements may have been adjusted, where required, to account for local road characteristics. Refer to the Inventory Table in Appendix C for the specific unit costs applied for each road section improvement need.

5.3 Improvement Costs

General improvement benchmark unit costs are for budget planning purposes and have been based on theoretical costs per square metre of hardtop surface for a recommended improvement standard. Improvement projects are generally completed through a combination of day labor and equipment rental, where required, or through contract work. While these unit costs are considered sufficient for planning purposes, actual costs may vary according to the following factors:

- site-specific requirements/constraints;
- fluctuations in input costs (such as the price of oil impacting asphalt costs); and
- budget constraints requiring consideration of lesser standards (such as maintaining vertical profiles to tolerable conditions or reducing overall improvements).

Benchmark improvement costs (per square metre) are outlined in Table 5.3 above and are based on available unit cost data from similar lower-tier Ontario municipalities (in terms of location, population, and climate) as well as some recent unit cost data provided by the Township. The improvement types/costs consider surface types, traffic volumes, road conditions, and roadside environments. Since the improvement benchmark costs are estimated on a square metre of hardtop road basis, the improvement costs for any particular road section will also capture individual road widths.

Note that the unit costs (per square metre) identified above have been used in years 11 to 20 of this study's 20-year budget sensitivity analysis. However, unit costs applied in this study's detailed ten-year improvement plan differ slightly from the unit costs outlined in Table 5.3 to account for some of the factors listed above, such as the addition of geogrid in swampy areas, correcting vertical deficiencies and network continuity, among others. It is recommended that standards be reviewed on a project specific basis as budgets are established and additional design details become available.

The breakdown of the unit costs applied in this RMP's 20-year budget sensitivity analysis are provided in Appendix D.

5.4 Improvement Prioritization

The Ministry of Transportation Ontario (MTO) has developed a Priority Guide Number (PGN) formula that can be used to prioritize road improvements based on condition ratings, improvement costs, and traffic volumes. To prioritize recommended hardtop road improvements in this study, Burnside has adjusted MTO's PGN formula, to reflect the adjusted condition rating methodology that has been developed for this study.

The PGN has built-in factors which account for asset management best practices, to strive to recommend the right treatment to the right road at the right time based on

where the road section lies within its lifecycle. As described in further detail in Section 5.5 of this RMP, to be most cost-effective, timely expenditures should be made using routine and preventive maintenance treatments, rather than allowing further degradation requiring much more costly rehabilitation or reconstruction treatments.

The PGN formula used in this RMP is as follows:

$$PGN = \frac{(20 - SCR - BCR) * TF * LCF}{10000 * Road Width * (cost per square metre)}$$

where:

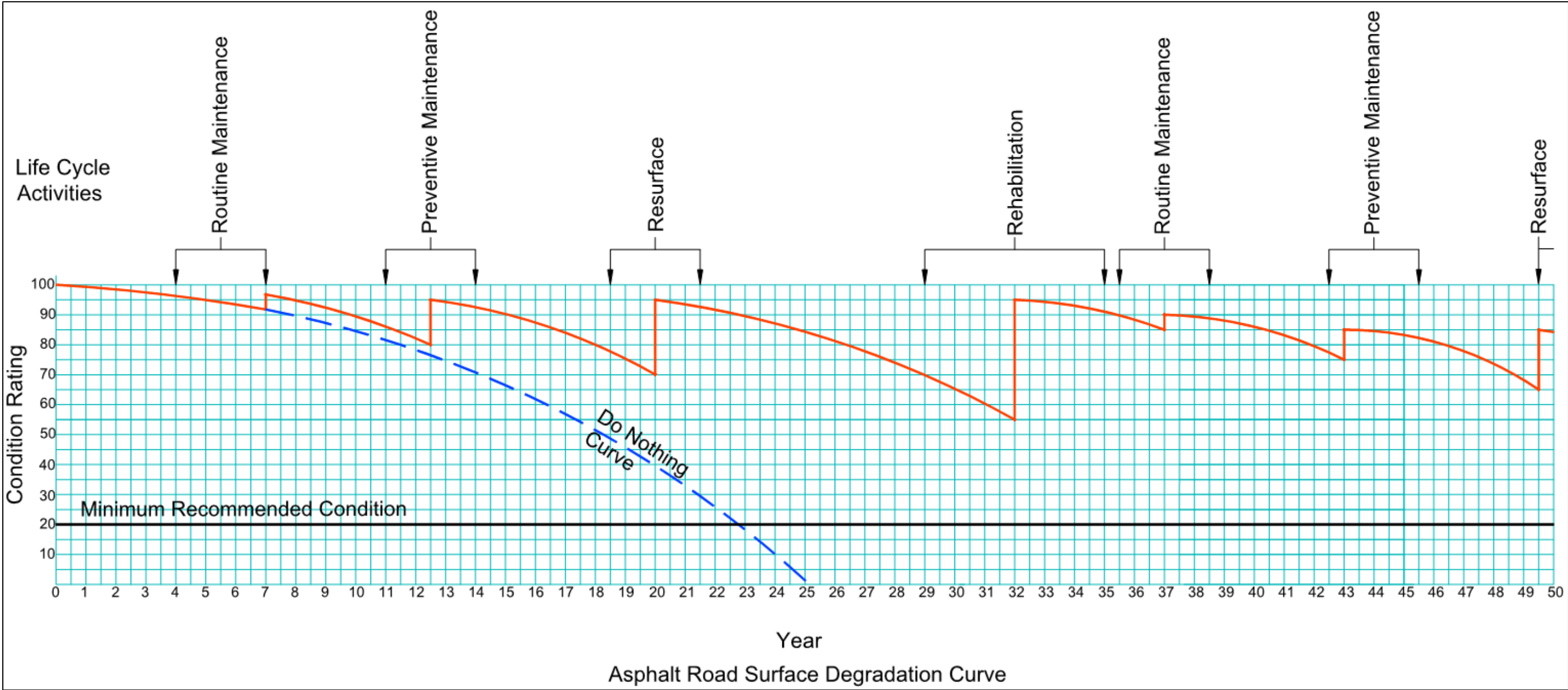
- SCR is the Surface Condition Rating (out of 10).
- BCR is the Base Condition Rating (out of 10).
- TF is the Traffic Factor, which is an estimate of the traffic served over the lifecycle of the improvement, as follows:
 - routine maintenance TF = (Existing AADT + Yr. 10 AADT) x 0.38
 - preventive maintenance TF = (Existing AADT + Yr. 10 AADT) x 0.42
 - resurfacing TF = (Existing AADT + Yr. 10 AADT) x 0.50
 - rehabilitation or reconstruction TF = Yr. 10 AADT
- LCF is the Lifecycle Factor, which is the typical number of days that is assumed to be added to the pavement life as a result of the treatment, as follows:
 - 1095 for routine maintenance treatments;
 - 1825 for preventive maintenance treatments;
 - 3650 for or resurfacing treatments; and
 - 7300 for rehabilitation and reconstruction treatments.
- Road Width is the hardtop width of a given road section (in metres).

The higher the PGN value, the higher the priority of the section relative to its condition, the traffic it is serving and the cost of improving the section to provide the most service to traffic for the dollar expended. This provides one measure of comparison between improvement requirements of any particular road section relative to other road sections.

5.5 Road Condition Deterioration

Typically, roadways with poor condition ratings are considered maintenance intensive. It is recognized that budget constraints often require that road sections be allowed to deteriorate before rehabilitation is scheduled. However, if routine and/or preventive maintenance is applied to a road section prior to the road base being significantly impacted, then the overall life of the road section can be extended, beyond what is achievable through a reconstruction/rehabilitation strategy alone, thus optimizing the use of the Township's resources. Figure 3 below illustrates how preventative maintenance modifies the typical degradation curve of pavements, thus extending the road's useful life while at the same time providing a higher level of service to the public.

Figure 3: Benefit of Applying Preventive Maintenance – Asphalt Surface Life



To account for the ongoing deterioration of roads in the Township, Burnside has developed formulas to estimate the future condition of a road section in any given year. The road condition degradation equations are described below for hardtop roads (HCB and CRA roads).

This study assumes that the surface of all hardtop roads in the Township will have a useful life of 20-25 years, and that the base of all hardtop roads will have a useful life of 60 years. Based on these assumptions, degradation formulae have been developed for an asphalt road's surface condition (i.e., SCR) and base condition (i.e., BCR), as follows:

$$SCR \text{ in Year } Y = \text{Current SCR} - (e^{0.092(Y)} - 1)$$

$$BCR \text{ in Year } Y = \text{Current BCR} - (e^{0.038(Y)} - 1)$$

where:

- Current SCR is the current year SCR value. The minimum SCR value is 1.0 in any given year.
- Current BCR is the current year BCR value. The minimum BCR value is 1.0 in any given year.
- Y is the year at which a road section's SCR or BCR value is being estimated (for example, Y would be 20 if a road section's SCR and BCR were being estimated 20 years into the future).

5.6 Remaining Useful Life

In general, the remaining useful life of a physical asset is the length of time an asset is forecast to function/operate providing acceptable level of service (i.e., remain "useful") before it needs to be replaced. As noted previously, this study assumes that the surface of all hardtop roads in the Township will have a useful life of 25 years, and that the base of all hardtop roads will have a useful life of 60 years.

The remaining useful life of hardtop road surfaces and bases in the Township as of 2019 have been estimated using the following formulae, which account for each road section's current condition:

$$\text{Road Surface Remaining Useful Life (in Years)} = 25 - \frac{\ln(11 - \text{Current SCR})}{0.092}$$

$$\text{Road Base Remaining Useful Life (in Years)} = 60 - \frac{\ln(11 - \text{Current BCR})}{0.038}$$

where:

- Current SCR is the current year SCR value (maximum 10, minimum 1).
- Current BCR is the current year BCR value (maximum 10, minimum 1).

5.7 Replacement Costs

The replacement cost of a physical asset is the amount it would cost to replace the existing asset with the same (or a similar) asset.

The benchmark improvement costs for “Reconstruction” improvements, as outlined in Table 5.3 (Section 5.2), were used to estimate the replacement cost for all hardtop roads in the Township. For the purposes of estimating the replacement cost of gravel road sections reviewed in this study, it is assumed that these roads will retain their gravel surface (i.e., rather than be upgraded to a hardtop surface). Thus, the cost to reconstruct an existing gravel road (back to gravel, including building-up the road) was estimated using a benchmark cost of \$21.78 per m² (refer to Appendix D for unit cost breakdowns).

The estimated road replacement cost for all roads reviewed in this study (i.e., approximately 91 centreline km) are contained in the inventory table in Appendix C. In summary, the total 2019 replacement cost for all roads inventoried in this study is estimated to be \$25.1 million.

5.8 Gravel Road vs Hardtop Roads

The Township’s *2017 Asset Management Plan* estimated that there were 167.3 km of gravel surface roads within the Municipality at that time. Maintaining the condition of gravel roads is typically dealt with as ongoing maintenance work (such as ongoing grading, maintenance gravel, dust control, etc.), unless upgrading the gravel road to a hardtop surface. Thus, this RMP reviews the potential for the select gravel roads considered in this study to be upgraded to a hardtop surface. Similarly, considering the limited budgets for maintaining and improving the roads, consideration has been given to the potential for some existing hardtop roads to revert to a gravel surface, once improvements are required to such roads. The purpose of the following sections of this report is to review the most appropriate surface management strategy.

5.8.1 Financial Comparison Between Gravel and Hardtop Roads

To compare the overall construction and maintenance costs of hardtop versus gravel roads, the following data has been obtained from the Township and used in this analysis:

- Gravel Roads (200 to 400 vpd)
 - The cost for the supply of maintenance gravel is approximately \$5,200/every 2 years (\$10.40/tonne).
 - Gravel roads are typically graded 7 times per year (at 1.5 hours per kilometer at \$150/hour).
- Hardtop Roads (<400 vpd)

- The cost for grinding asphalt, supply and place 700 tonne of gravel, grading and compacting is approximately \$13,575/km.
- The cost for supply and place 50 mm depth of asphalt is approximately \$70,000/km.

The cost comparison of gravel versus hardtop surfaces assumes that the road is being rehabilitated or reconstructed in Year 1 to respond to condition deficiencies. Therefore, the work required in Year 1 will reflect the existing base condition (i.e., good or poor base) and the intended surface to be implemented (i.e., gravel or hardtop). It is assumed that the resulting Year 1 base will be sufficient to accommodate a 60-year lifecycle, assuming that typical maintenance and improvement work is completed to address the surface distresses throughout this period. The assumed works and costs expended during the lifecycle, depending on the surface strategy and the existing base conditions, are summarized as follows:

- Existing Gravel to Future Gravel – Good Base
 - Year 1 – Dust control + grading 7 times = \$2,175/km
 - Year 2 – 500 tonne maintenance gravel + dust control + grading 7 times = \$7,375/km
 - Years 3 through 59, repeat Year 1 and Year 2 sequence.
- Existing Gravel to Future Gravel – Poor Base
 - Year 1 – Base strengthening + dust control + grading 7 times = \$33,800/km
 - Year 2 – Dust control + grading 7 times = \$2,175/km
 - Year 3 – 500 tonne maintenance gravel + dust control + grading 7 times = \$7,375/km
 - Years 4 through 59, repeat Year 2 and Year 3 sequence.
- Existing Gravel to Future Hardtop – Good Base
 - Year 1 – 700 tonne gravel + 50 mm asphalt = \$79,575/km
 - Year 5 – Crack sealing = \$1,500/km
 - Year 10 – Patch repair = \$22,500/km
 - Year 20 – Pulverize = 700 tonne gravel + 50 mm asphalt = \$83,575/km
 - Repeat the Year 5, 10, 20 sequence for the remainder of the lifecycle.
- Existing Gravel to Future Hardtop – Poor Base
 - Year 1 – Base strengthening + 50 mm asphalt = \$101,625/km
 - Year 5 – Crack sealing = \$1,500/km
 - Year 10 – Patch Repair = \$22,500/km
 - Year 20 – Pulverize + 700 tonne gravel + 50 mm asphalt = \$83,575/km
 - Repeat the Year 5, 10, 20 sequence for the remainder of the lifecycle.

- Existing Hardtop to Future Hardtop – Good Base
 - Year 1 – Pulverize + 700 tonne gravel + 50 mm asphalt = \$83,575
 - Year 5 – Crack sealing = \$1,500/km
 - Year 10 – Patch Repair = \$22,500/km
 - Year 20 – Pulverize + 700 tonne gravel + 50 mm asphalt = \$83,575/km
 - Repeat the Year 5, 10, 20 sequence for the remainder of the lifecycle.
- Existing Hardtop to Future Hardtop – Poor Base
 - Year 1 - Pulverize + base strengthening + 50 mm asphalt = \$105,626/km
 - Year 5 – Crack sealing = \$1,500/km
 - Year 10 – Patch Repair = \$22,500/km
 - Year 20 – Pulverize + 700 tonne gravel + 50 mm asphalt = \$83,575/km
 - Repeat the Year 5, 10, 20 sequence for the remainder of the lifecycle.
- Existing Hardtop to Future Gravel – Good Base
 - Year 1 - Pulverize + 700 tonne gravel + dust control + grading 7 times = \$15,750/km
 - Year 2 – Dust control + grading 7 times = \$2,175/km
 - Year 3 – 500 tonne maintenance gravel + dust control + grading 7 times = \$7,375/km
 - Years 4 through 59, repeat Year 2 and Year 3 sequence.
- Existing Hardtop to Future Gravel – Poor Base
 - Year 1 – Pulverize + Base Strengthen + dust control + grading 7 times = \$37,800/km
 - Year 2 – Dust control + grading 7 times = \$2,175/km
 - Year 3 – 500 tonne maintenance gravel + dust control + grading 7 times = \$7,375/km
 - Years 4 through 59, repeat Year 2 and Year 3 sequence.

The lifecycle costs for the various scenarios noted above are summarized in the following table:

Table 5.4: Lifecycle Costs for Gravel Versus Hardtop

Scenario	Existing Base Condition	Present Value Cost Per Km of 60 Year Maintenance / Improvement Lifecycle*
Retain Existing Gravel	Good	\$169,953
Retain Existing Gravel to Future Gravel	Poor	\$198,184
Conversion of Existing Gravel to	Good	\$216,996
Conversion of Existing Gravel to	Poor	\$239,046
Retain Existing Hardtop	Good	\$220,996
Retain Existing Hardtop	Poor	\$243,096
Conversion of Existing Hardtop to	Good	\$180,134
Conversion of Existing Hardtop to	Poor	\$202,184

* Present Value is based on assumed 2% inflation rate and 4% discount rate.

The results of the cost assessment indicate that gravel surface roads may have reduced costs over hardtop roads (i.e., capital and maintenance costs), assuming a 60-year lifecycle and traffic volumes below 400 vpd. However, there are several other considerations that may also be considered and may influence the decision on which surface type to apply. Many of these other considerations are difficult to associate a value to or may not provide a direct benefit to the Township. Additional considerations may include:

- Location of any particular road section within the continuity of the overall hardtop road networks (i.e., both internal to the Township and beyond the Township boundaries).
- Potential for a hardtop road to redistribute traffic away from other gravel roads as road users preferentially select paved roads, reducing maintenance requirements.
- Potential for the hardtop road to result in increased traffic volumes and higher travel speeds.
- Hardtop roads effectively waterproof the road base, which can reduce the potential for load related damage.
- Hardtop roads reduce dust emissions.

- Hardtop roads provide for improved vehicular operational characteristics (smoother ride, less noisy, higher skid resistance, reduce vehicular maintenance costs and fuel costs).
- Impact on road maintenance requirements.
- Possible impact on real estate values for properties along the road.

5.8.2 Pre-Screening Criteria for Potential Gravel Road Upgrading or Hardtop Road Downgrading

In addition to the general network-level considerations (i.e., both economic and non-economic) that have been outlined in the previous section, it is recommended that roads being considered for surface type modifications should also be pre-screened to identify specific road-related criteria that may further inform the decision. Some of the primary factors that should be considered when considering surface type requirements are the following:

- traffic volumes (i.e., AADT volumes);
- traffic types (e.g., percentage of trucks)
- functional classifications (e.g., local or collector, residential or industrial/commercial);
- driveway densities;
- road platform widths;
- road structures;
- drainage;
- road conditions;
- road geometry (alignments); and
- maintenance requirements/frequency.

Based on the factors listed above, the framework in Table 5.5 has been developed for the Township, for use as a pre-screening to assist in assessing surface type requirements and priorities. The criteria listed in Table 5.5 are intended as guidelines to identify areas that may need to be further addressed prior to assessing the impacts of modifying the road surface type. The prescreening list is intended to be a guide and is not an exhaustive list of all criteria. Modifications to surface type will also be subject to the budget and level of service limitations set by the Township.

Table 5.5: Site-Specific Considerations in the Determination of Surface Type Associated with Road Improvements (Pre-Screening)

Item No.	Description	Criteria
1	Traffic Volume	Rural road standards (<i>Inventory Manual for Municipal Roads, MTO, 1991</i>) recommend hardtop surfaces for roads with AADT of 200 vpd or more. However, hardtop surfaces may be considered for lesser volumes, if warranted by other factors. Similarly, gravel roads may continue to be considered for higher volumes, depending on other factors.
2	Network Continuity	Hardtop network continuity, emergency detour routes etc.
3	Land Use	The typical Level of Service for urban, semi-urban or commercial land uses is a hardtop surface.
4	Road Alignment	Substandard vertical and/or horizontal curves should be tolerable, to support operating speeds that are anticipated to occur under hardtop road conditions.
5	Road Width	Hardtop road sections should have a platform width of at least 7.0 metres and tolerable encroachment of vegetation into the clear zone within the right-of-way.
6	Drainage	Adequacy of drainage (e.g., flooding, saturated granular base, inadequate ditching etc.).
7	Road Structure*	The road base and subbase materials should be adequate to support the anticipated loading and environmental conditions, considering the surface type specified (e.g., absence of frost boils or soft spots, etc.).

* To confirm that a road section will be able to support a hardtop surface, boreholes should be obtained on candidate road sections to assess the existing base and subbase materials and condition. Construction and lifecycle costs should be considered when deciding on which hardtop surface type to construct.

The criterion noted in Table 5.5 is recommended to be assessed as part of the detailed design for improvement projects, with the tolerable levels of these criteria established as part of such designs.

For the purposes of this RMP, the Township has identified several roads for which an assessment of surface type has been completed, as outlined in a subsequent section of this report.

5.8.3 Gravel Road Upgrading Prioritization

For gravel roads that are identified for potential surface upgrading, it is recommended that all such gravel roads be prioritized based on a Gravel Upgrade Prioritization Index (GUPI), which is based on the following numerical formula:

$$GUPI = TF + TVF + MF + DF$$

where the factors are described as follows:

- GUPI is the Gravel Upgrade Priority Index, out of 100 points. The higher the GUPI, the higher the priority. Table 5.6 indicates how each GUPI relates to a road section's upgrading priority.

Table 5.6: Gravel Upgrade Priority Index (GUPI) Ranges

Gravel Upgrade Priority Index (GUPI)	Priority to Upgrade from Gravel to Hardtop Surface	Priority to Downgrade from Hardtop to Gravel Surface
0-49	Low	High
50-74	Medium	Medium
75-100	High	Low

- TF is the Traffic Factor. The TF is based on a road section's AADT range in vehicles per day (vpd). Table 5.7 indicates how a given road section's TF corresponds to its AADT range.

Table 5.7: Traffic Factor (TF) Ranges

AADT Range (vpd)	Traffic Factor (TF)
0-199	0
200-399	30
400 and above	50

- TVF is the Truck Volume Factor. The TVF is based on the total average annual daily truck volume on a given road section. Based on the vehicle classification definitions contained in the *Verification, Refinement, and Applicability of Long-Term Pavement Performance Vehicle Classification Rules* (U.S. Department of Transportation Federal Highway Administration, November 2014), all vehicles in classification groups 4 to 13 are considered trucks (i.e., motorcycles, passenger cars, and other two-axle four-tire single-unit vehicles are not considered trucks). Table 5.8 indicates how a given road section's TVF corresponds to its truck volume range.

Table 5.8: Truck Volume Factor (TVF) Ranges

Truck Volume Range (vpd)*	Truck Volume Factor (TVF)
0-9	0
10-19	5
20-49	10
50 and above	20

* Includes the summation of all vehicles on a road section in classification groups 4 to 13 of the *Verification, Refinement, and Applicability of Long-Term Pavement Performance Vehicle Classification Rules* (U.S. Department of Transportation Federal Highway Administration, November 2014).

- MF is the Maintenance Factor, which accounts for a road's condition and maintenance needs, as well as the financial benefit that may be achieved as a result of eliminating the gravel road maintenance need. Based on input from Municipal staff, a gravel road section under consideration for upgrading should be classified as "high maintenance" if the road section's surface has historically higher maintenance needs than other gravel roads in the municipality. Note that this assessment should be based strictly on the maintenance of a gravel road surface, and that the base condition of any gravel road should be sufficient to accommodate a hardtop surface. Table 5.9 summarizes how a given road section's MF relates to its maintenance needs.

Table 5.9: Maintenance Factor (MF) Characteristics

Existing Surface Type	Maintenance Level	Characteristics	Maintenance Factor (MF)
Gravel	Normal	Road section has average maintenance needs.	0
	High	Road section has above average maintenance needs, as confirmed by Municipal staff (compared to other gravel roads in the municipality). Examples of high maintenance gravel roads include roads with above average maintenance gravel needs, above average grading needs, and/or above average dust suppressant needs.	15
Hardtop (HCB or CRA)	Normal	Road section has average maintenance needs.	15
	High	Road section has above average maintenance needs, as confirmed by Municipal staff (compared to other hardtop roads in the municipality). Examples of high maintenance hardtop roads include roads with above average cold patching and/or crack sealing needs.	0

- DF is the Driveway Factor, which accounts for the driveway access density on gravel road sections. Residential, commercial, institutional, and industrial driveways are included in this classification. Table 5.10 summarizes the DF that should be assigned to a given road section according to the driveway density per kilometre.

Table 5.10: Driveway Factor (DF) Ranges

Number of Driveways per Kilometre	Driveway Factor (DF)
0-3	0
4-6	5
7-9	10
10 and above	15

Potential gravel roads that may be considered for upgrading of their surface type can be sorted according to their GUPI values, so that such projects may be prioritized (i.e., higher GUPI values have higher priority for upgrading) and incorporated within the municipality's capital improvement programs, subject to budget availability.

The above methodology can also be used as an initial tool when assessing if an existing hardtop road may warrant reversion to a gravel surface. Potential hardtop roads that may be considered for downgrading of their surface type may be assessed according to their GUPI values (i.e., lower GUPI values have higher priority for a downgrade).

6.0 Consideration of Other Needs for Establishing Road Network Improvements

In addition to the condition of roads, this study has considered several other road-related needs that trigger certain improvement requirements for any particular road section. The other needs considered in this RMP include the following:

- Surface type needs – based on the criteria outlined in Section 5.6.
- Geometric needs – including deficiencies in horizontal/vertical alignments or surface/platform widths.
- Drainage needs – based on the frequency of flooding on the roadway or the adequacy of roadside drainage (such as ditching and brushing).
- Maintenance considerations.
- Coordination with other projects (e.g., infrastructure replacement, bridge works, Development Charge works).
- Road network connectivity considerations.

It is recommended that these road needs be considered independently, rather than collectively. The benefits of this approach include the following:

- Allows for a better integration into a pavement management system, where road condition will form the primary trigger for improvements.
- Clarity in establishing the time of needs, reason for improvement, and appropriate response.

The standards associated with the above road needs are based on the criteria outlined in the *Inventory Manual for Municipal Roads* (MTO, February 1991).

6.1 Geometrics

6.1.1 Alignments

Road alignments are reviewed to determine the number of substandard horizontal/vertical curves and/or substandard stopping sight distances resulting from such curves.

Deficient alignments are defined as curves which do not meet design speeds of 10 km/h over posted speeds. However, the *Inventory Manual for Municipal Roads* (MTO, 1991) defines curves as tolerable when they meet design speeds of 5 to 15 km/h below the posted speeds.

No horizontal alignment deficiencies were noted on the roads reviewed in this RMP. Therefore, all horizontal curves are considered adequate for resurfacing projects.

Vertical curve deficiencies have been identified on the following road sections:

- 3rd Line OS - from Highway 10 to 5th Sideroad (Section 1507).
- 3rd Line OS - from 5th Sideroad to 2 km north of 5th Sideroad (Section 93).
- 3rd Line OS - from 2 km north of 5th Sideroad to County Road 17 (Section 544).
- 3rd Line OS - from County Road 17 to 15th Sideroad (Section 96).
- 3rd Line OS - from 15th Sideroad to 1.5 km south of 20th Sideroad (Section 1467).
- 3rd Line OS - from 1.5 km south of 20th Sideroad to 20th Sideroad (Section 102).

Appropriate warning signage should be provided at all vertical deficiency locations, and any future road improvement projects at these locations should consider improving/reducing the magnitude of the vertical deficiency. For projects requiring reconstruction, it is recommended that vertical curves be reviewed as part of any detailed design work, prior to implementation of such projects.

6.1.2 Road Widths

Minimum tolerable and recommended minimum road widths for hardtop roads have been assessed according to criteria outlined in the *Geometric Design Guide for Canadian Roads* (Transportation Association of Canada [TAC], June 2017). The surface (i.e., travel lanes) width requirements for hardtop roads are outlined below in Table 6.1.

Table 6.1: Tolerable & Recommended Surface Widths for Hardtop Roads (Based on Criteria in the TAC *Geometric Design Guide for Canadian Roads*)

Roadside Environment	Design Speed (km/h)	Road Surface Width (Two-Lane Roadways)			
		Tolerable Lower Limit	Recommended Lower Limit	Recommended Upper Limit	Tolerable Upper Limit
Rural or Semi-Urban ¹	60 or less	5.4 m	6.0 m	7.4 m	8.0 m
	70 to 100	6.5 m ²	7.0 m	7.4 m	8.0 m
Urban	60 or less	5.4 m	6.0 m	7.4 m	8.0 m
	70 to 100	6.0 m	6.6 m	7.4 m	8.0 m

1. It is assumed that the Design Hour Directional Volume is less than or equal to 450 vehicles per direction per hour (vpdph) on all rural and semi-urban road sections in the Township.

2. For rural or semi-urban roadways with a design speed of 70 to 100 km/h, a minimum tolerable surface width of 3.25 metres per lane was applied, which is consistent with minimum width criteria for secondary highways with an AADT less than 1,000 vpd outlined in the *Geometric Design Standards for Ontario Highways* (Ministry of Transportation Ontario, 1989).

The minimum gravel road surface widths (i.e., platform width, including shoulders) have been assessed according to criteria outlined in the *Geometric Guidelines for Municipal Roads* (Ontario Good Roads Association [OGRA], 1998). The recommended minimum platform width requirements for gravel roads are outlined below in Table 6.2

Table 6.2: Recommended Minimum Platform Widths for Gravel Roads (Based on Criteria in the OGRA *Geometric Guidelines for Municipal Roads*)

Design Speed (km/h)	Minimum Platform Width for Varying AADT Traffic Volume Ranges (Vehicles per Day) ¹				
	<50 vpd	50 – 249 vpd	250 – 399 vpd	400 – 999 vpd	1,000 – 2,000 vpd
80	5.5 m	6.0 m	6.5 m	7.5 m	7.5 m
70				7.0 m	7.0 m
60				6.5 m	6.5 m
50				6.0 m	6.5 m
40				6.0 m	6.0 m

1. Widths outlined in the table exclude road rounding.

The hardtop road sections reviewed in this RMP which do not meet the minimum tolerable road widths outlined above are the following:

- High Street - from William Street to Main Street (Section 185).
- Church Street - from Main Street to end of road (Section 200).
- Addeson Street - from George Street to Lloyd Street (Section 186).
- Lloyd Street - from Addeson Street to Main Street (Section 187).
- George Street - from Addeson Street to Main Street (Section 188).
- Mill Lane - from Main Street to end of road (Section 195).

It is not expected that the Township will undertake the widening of the above roads due to building encroachment and planning related details from the past.

All of the gravel roads that were reviewed in this RMP were found to have acceptable widths, both as gravel roads and to support the potential upgrading of these roads to asphalt.

For rural hardtop roads, the provision of sufficient shoulder widths is necessary to ensure proper support for the pavement surface and to ensure a sufficient buffer between traffic and embankment slopes to maintain safety. For higher traffic volumes, a wider shoulder may also be provided to allow for space for disabled vehicles. MTO's desirable design standards for various traffic volumes are as follows:

- Traffic volumes < 1000 vpd – 1.5 m shoulders.
- Traffic volumes 1000 to 3000 vpd – 2.5 m shoulders.
- Traffic volumes >3000 vpd – 3.0 m shoulders.

A minimum shoulder width of 0.5 metres is required to meet the requirements for pavement edge support.

Based on consultation with Township staff, it was identified that various segments of 3rd Line OS have limited shoulder widths. It is recommended that widths be considered for

upgrading to meet tolerable standards for roads that are being rehabilitated or reconstructed, considering site-specific requirements.

6.2 Drainage

Historical and existing drainage issues (e.g., flooding, ponding) were identified based on discussions with Township staff. In general, the Township does not have a history of flooding on any of their roads. The Township undertakes brushing as part of their regular maintenance practices, which allows for roadside ditches to function and which promotes the drying of the roads and ditches.

Ditching was completed in 2018/2019 on the following road sections:

- 5th Line OS - from 20th Sideroad to County Road 21 (Section 161).
- 5th Line OS - from County Road 21 to Sideroad 250 (Section 1452).

Where road works are proposed, it is recommended that additional investigations be completed to determine the requirements for drainage improvements. It is recognized that the practicality of achieving sufficient drainage outlets may constrain the opportunities to improve roads in some areas with drainage issues. However, considering the importance of proper drainage in achieving the performance of the roads, effort should continue to be made to improving these outlets, possibly through mechanisms such as petitions under the Drainage Act.

6.3 Maintenance Considerations

Maintenance demands (e.g., low, average, high) is not a primary consideration in the prioritization of road sections for improvements, however is an additional item that may be considered by the Township when reviewing maintenance requirements.

In general, gravel roads in the Township maintain an adequate condition after they are graded and dust suppressant is applied.

Based on discussions with Township staff, the following road sections have above-average (i.e., high) maintenance demands, due to their current condition:

- Cold patching is required regularly on the following roads:
 - 5th Line OS between County Road 17 and County Road 21 (Sections 94, 101, 1492, 159, 1493, 160 and 161).
 - 3rd Line OS between Sideroad 15 and Sideroad 20 (Sections 1467 and 102).
- It is expected that a higher level of cold patch maintenance will be required on the following roads:
 - 260 Sideroad between Highway 10 and 7th Line SW (Sections 107, 26, 25, 24, 29, 32 and 31).

- 7th Line SW between Highway 89 and Sideroad 260 (Sections 143, 142, 111 and 1489).

7.0 Road Improvement Needs

7.1 Gravel Road Needs and Review of Potential Gravel Road Upgrades to Hardtop Surfaces

A total of approximately 15 km of gravel roads were reviewed in this study, consisting of segments of 4th Line NE, 5th Line OS and 8th Line NE, as shown on the map in Appendix B.

Table 7.1 outlines the gravel road sections reviewed in this study, including each road section's estimated existing AADT volume and estimated GUPI value (according to the criteria and methodology outlined in Section 5.8.3). In addition, each gravel road section outlined in Table 7.1 has been sorted according to its estimated GUPI value, in order to demonstrate which sections have higher priority for upgrading to a hardtop surface (i.e., road sections with higher relative GUPI values have a higher perceived need for a hardtop surface).

Table 7.1: Gravel Road Sections, Sorted by Gravel Upgrade Priority Index (GUPI) Values

Section ID	Road Name	From	To	Existing AADT Volume (vpd)	Traffic Count Year	GUPI
1452	5 th Line OS	County Road 21	30 th Sideroad	222	2019	40
1519	5 th Line OS	30 th Sideroad	Sideroad 240	222	Estimate	40
1520	5 th Line OS	Sideroad 240	County Road 9	222	Estimate	40
1511	8 th Line NE	Sideroad 240	County Road 9	145	2018	15
1603	8 th Line NE	County Road 9	Townline	125	Estimate	15
1440	8 th Line NE	5 th Line OS	Sideroad 250	196	2019	10
1441	8 th Line NE	Sideroad 250	Sideroad 240	125	Estimate	10
1596	4 th Line NE	Sideroad 240	1 km N of Sideroad 240	150	Estimate*	10
1594	4 th Line NE	Sideroad 250	Sideroad 240	150	Estimate	5
1595	4 th Line NE	County Road 21	Sideroad 250	149	2019	0

* This road section had a traffic count completed in 2018, however this was before the asphalt road surface was reverted to gravel. Thus, a post-2018 (gravel road) AADT estimate has been applied.

As shown in Table 7.1, all gravel roads reviewed in this study have GUPI values that reflect low priority for conversion to a hardtop surface, based on their traffic volumes, truck volumes, maintenance requirements and driveway densities. In addition, maintaining these as gravel roads is expected to reduce capital and maintenance costs over the long term. For the most part these gravel roads have good PCI ratings, good road structure, acceptable road alignment, road widths and drainage, which could accommodate their upgrading to hardtop roads, if required.

Note that for all existing gravel road sections analyzed below, a primary consideration / factor is that it is expected that maintaining these as gravel roads will reduce capital and maintenance costs over the long term, compared to a hardtop road surface.

5th Line OS: From a network continuity perspective, the paving of the gravel road sections of 5th Line OS (i.e., ID numbers 1452, 1519 and 1520) completes a north-south hardtop connection running parallel to Dufferin Road 124 between Grey Road 9 and

Dufferin Road 21, as well as to Dufferin Road 17 (i.e., via the existing paved sections of 5th Line OS). These sections currently have traffic volumes that exceed 200 vpd. The potential for this road attracting additional traffic as a result of upgrading to a hardtop surface may be limited, considering origin-destination considerations and alternate county road routes in this area. Given the limited budgets for upgrading the level of service of roads within the Township, the upgrade of these sections of the 5th Line OS is not recommended at this time.

4th Line NE: From a network continuity perspective, alternate asphalt roads exist in the vicinity of 4th Line NE that could accommodate traffic in this area, including Dufferin Road 21, Highway 10 and 5th Line OS. The existing gravel surface sections of 4th Line NE are sections #1594, 1595 and 1596 (between Dufferin Road 21 and 1 km north of Sideroad 240). Based on 2019 traffic volume data, the AADT on the existing gravel road section of 4th Line NE between County Road 21 and Sideroad 250 is only 149 vpd, which is relatively low. Also, it is likely that upgrading these sections of 4th Line NE would result in an increase in traffic volumes, since greater volumes of drivers would re-route to these road sections as a result of a new hardtop surface. However, ideally external drivers (i.e., drivers who do not reside on 4th Line NE or roads intersecting 4th Line NE) will utilize the upper-tier road network (i.e., county and provincial roads) in order to travel through the Township, rather than local roads under the Township's jurisdiction. Therefore, for the above reasons, it is recommended that sections #1594, 1595 and 1596 of 4th Line NE (between County Road 21 and 1 km north of Sideroad 240) remain gravel.

8th Line NE: From a network continuity perspective, the paving of the gravel surface 8th Line NE sections (i.e., ID numbers 1511, 1603 and 1440) would provide an additional connection between Dufferin Road 21 and Dufferin Road 9. However, this road currently has relatively low traffic volumes (less than 200 vpd). As noted previously, external drivers should use upper-tier hardtop roads to travel through the Township, rather than use 8th Line NE as a "shortcut" between Grey Road 9 and Dufferin Road 21. Therefore, the upgrade of these sections of the 8th Line NE is not recommended at this time.

Although none of the above road sections are recommended to be upgraded to hardtop surfaces at this time, it is recommended that traffic volumes and maintenance costs continue to be monitored in the future to reassess the cost-benefit of potential upgrading, as conditions change and subject to budget availability.

The surface type recommendations for the gravel roads reviewed are shown on the map in Appendix E.

7.2 Hardtop Road Needs and Review of Potential Hardtop Road Downgrades to Gravel Surfaces

Based on the existing road condition data collected in the field in Spring 2019, the hardtop road improvement needs were determined according to the improvement trigger criteria outlined in Table 5.3 (Section 5.2).

It has been estimated that the existing cost of hardtop road needs in the Township is approximately \$8 million. Table 7.2 below summarizes the hardtop road needs by improvement types.

Table 7.2: Township of Melancthon Hardtop Road Needs

Improvement Need Type	Amount of Hardtop Road Needs		
	Cost (in CAD Dollars)	Length (in kilometres)	Percentage of Total Length
Routine Maintenance	\$81,781	16.3	21.4%
Preventive Maintenance	\$280,053	11.2	14.7%
Resurface	\$191,658	2.0	2.6%
Rehabilitation	\$4,994,751	37.7	49.4%
Reconstruction	\$2,502,444	9.1	11.9%
Total	\$8,050,867	76.3	100.0%

provides a qualitative condition summary based on the combined SCR plus BCR (out of 20) value ranges on all hardtop road sections in the Township.

Table 7.3: Qualitative Description of Hardtop Road Network

Combined (SCR + BCR) Value Range	Condition	Length of Road (Centerline km)	Percentage of Total Length
18 to 20	Excellent	22.3	29.2%
15 to 17.9	Good	7.9	10.3%
13 to 14.9	Fairly Good	12.1	15.9%
10 to 12.9	Fair	7.3	9.6%
Below 10	Poor	26.7	35.0%
Total	-	76.3	100.0%

Based on the criteria outlined in Section 5.8.1, all existing hardtop road sections in the Township have been reviewed in the context of potential reversion to a gravel road surface. One of the primary considerations in deciding whether a hardtop or gravel road surface is more appropriate for any given road section is the daily traffic volume that a road receives. Therefore, all existing rural hardtop road sections with AADT volumes less than 200 vpd have been listed in Table 7.4 below, for the purpose of outlining hardtop road sections in the Township which may warrant reversion to a gravel road surface. However, note that analyzing traffic volumes alone is not enough to conclude

whether or not any given section warrants a hardtop surface. Urban and semi-urban road sections with AADT volumes less than 200 vpd have not been included in Table 7.4, since the recommended surface type for such roadside environments is hardtop.

The road sections outlined in Table 7.4 provide direction to the Township on which roads may warrant reversion based on traffic volumes, in conjunction with a review of other factors such as truck volumes, widths, alignments, drainage, and road structures. In addition, each hardtop road section outlined in Table 7.4 has been sorted according to its estimated GUPI value, in order to demonstrate which sections may have higher priority for reversion to gravel surfaces (i.e., road sections with lower relative GUPI values have a lower perceived need for a hardtop surface).

Table 7.4: Hardtop Road Sections with AADT Volumes Less Than 200 vpd, Sorted by Gravel Upgrade Priority Index (GUPI) Values

Section ID	Road Name	From	To	Existing AADT Volume (vpd)	Traffic Count Year	GUPI
1489	7 th Line SW	Sideroad 270	200m S of Sideroad 260	177	2019	5
95B	4 th Line OS	Strada Pit North Entrance	15 th Sideroad	79	2019	20
194	15 th Sideroad	County Road 124	Main Street	125	Estimate	20
1345	20 th Sideroad	3 rd Line	County Road 124	164	2019	20
1490	3 rd Line OS	20 th Sideroad	County Road 21	107	2019	25
95A	4 th Line OS	County Road 17	Strada Pit North Entrance	125	Estimate	25
1491	15 th Sideroad	Main Street	East End of Hardtop	125	Estimate	25
176	15 th Sideroad	3 rd Line	County Road 124	125	Estimate	25

Maintaining these as gravel roads is expected to reduce capital and maintenance costs over the long term. In addition, based on qualitative information provided by Township staff, it is understood that most of the hardtop roads are assumed to have relatively poor road structure, for which it may be more cost-effective to maintain as gravel road surfaces.

Discussed below are existing hardtop roads (with any AADT volume) that have been assessed in further detail with regards to potential reversion to gravel surfaces.

4th Line NE: From a network continuity perspective, alternate routes exist in the vicinity of section #65 (4th Line NE between County Road 21 and 5th Line OS) that could

accommodate traffic in this area, including County Road 21 and 5th Line OS, which both consist of asphalt surfaces. Based on a traffic count collected in 2019, the existing AADT on section #65 is 257 vpd, which is relatively low. Also, it is likely that reverting section #65 to gravel would result in a reduction in traffic volumes, since greater volumes of drivers would re-route to the existing hardtop roads in the area. This is considered to be particularly true for section #65, since it appears to provide drivers with an alternate connection between County Road 21 and County Road 9 / County Road 2. However, ideally external drivers (i.e., drivers who do not reside on 4th Line NE or roads intersecting 4th Line NE) will utilize the upper-tier road network (i.e., county and provincial roads) in order to travel through the Township, rather than local roads under the Township's jurisdiction. Therefore, for the above reasons, it is recommended that section #65 of 4th Line NE (between County Road 21 and 5th Line OS) be considered for reversion to gravel once the existing hardtop surface deteriorates to a condition level where a gravel surface would be preferred. The estimated cost to downgrade section #65 of 4th Line NE is approximately \$147,000 (assuming the road base is good).

Alternate routes exist in the vicinity of section #72 (4th Line NE between County Road 9 and 1 km north of Sideroad 240) that could accommodate traffic in this area, such as Highway 10 and County Road 9. The existing AADT is relatively low at 289 vpd. Therefore, it is recommended that this section be reverted to gravel once the existing hardtop surface deteriorates to a condition level where a gravel surface would be preferred. Based on the road sections current condition, it is expected that this may occur in the 2040-2045 horizon, assuming that appropriate treatments are applied to the road section at the appropriate time in its lifecycle. The estimated cost to downgrade section #72 of 4th Line NE is approximately \$60,000 (assuming the road base is good).

7th Line SW: The sections of 7th Line SW between Highway 89 and 200 metres south of Sideroad 260 (i.e., section IDs #1489, 111, 142 and 143) have traffic volumes that are less than 220 vpd, which is relatively low. If these sections of 7th Line SW were to revert to gravel, it is probable that traffic volumes would reduce to less than 200 vpd. Alternate hardtop road routes exist for existing residents to get to/from the community of Riverview (i.e., Sideroad 260 via 2nd Line SW or Highway 10). Based on consultation with Township staff, it is expected that future growth in the community of Riverview will be minimal. The costs required to maintain the hardtop road condition to a tolerable state may outweigh the benefits, when compared to gravel road surface. Therefore, for the above reasons, it is recommended that sections #1489, 111, 142 and 143 of 7th Line SW (between Highway 89 and 200 metres south of Sideroad 260) be considered for reversion to gravel once the existing hardtop surface deteriorates to a condition level where a gravel surface would be preferred (expected within the next five years, considering the existing condition of 7th Line SW). The estimated total cost to downgrade the aforementioned sections of 7th Line SW (between Highway 89 and 200 metres south of Sideroad 260) is approximately \$261,000 (assuming the road base is good).

4th Line OS: The sections of 4th Line OS between County Road 17 and 15th Sideroad (i.e., ID #95A from County Road 17 to Strada Pit North Entrance, and ID #95B from Strada Pit North Entrance to 15th Sideroad) provide connections to the Strada Pit. The north section (i.e., ID #95B) has relatively low traffic volumes (79 vpd according to a 2019 traffic count), only provides network connectivity to existing gravel road sections (beyond the Strada Pit North Entrance) and is currently in poor condition. Therefore, it is recommended that section #95B of 4th Line OS (between the Strada Pit North Entrance and 15th Sideroad) be considered for reversion to gravel, at the time of any future condition improvements (expected within the next few years, considering the road section's existing condition). The south section (i.e., ID 95A) should continue to be hardtop, to serve heavy truck traffic generated by the Strada Pit.

15th Sideroad: The sections of 15th Sideroad between County Road 124 and the east limit (i.e., ID #194 from County Road 124 to Main Street, ID #176 from 3rd Line to County Road 124, and ID #1491 between Main Street and the east limit) provide network connectivity between Horning's Mills, County Road 124 and 3rd Line. There is also residential growth along this segment of 15th Sideroad. Therefore, it is recommended that these sections remain hardtop.

20th Sideroad: The section of 20th Sideroad between 3rd Line and County Road 124 (i.e., ID #1345) provides network connectivity between the hardtop sections of 3rd Line and Dufferin Road 124. The Township has identified this section of 20th Sideroad to be the route that Downey Farms will use for trucking purposes. Therefore, it is recommended that this section remain hardtop.

3rd Line OS: The 3rd Line OS between County Road 21 and Highway 10 provides a significant connectivity benefit throughout the Township. Also, the traffic volumes on 3rd Line OS are some of the highest in the Township, ranging from 107 vpd to 910 vpd, based on 2019 traffic count data. Section #1507, which is 3rd Line OS between Highway 10 and 5th Sideroad, is estimated to have the highest average traffic volume of all roads under the Township's jurisdiction (910 vpd). Therefore, it is recommended that these sections remain hardtop.

The surface type recommendations are shown on the map in Appendix E.

8.0 Ten-Year Capital Hardtop Road Improvement Plan

A ten-year hardtop road capital plan was developed based on the current road improvement needs in the Township, in addition to a strategy that strives to significantly improve the Township's overall hard-top road network condition by year 2029.

The Township's existing hardtop road budget was estimated based on information provided by the Township on their asphalt budget over the last five-year period (i.e., 2014-2018 inclusive). The specifics of the Township's asphalt budget from 2014 to 2018 are detailed in Table 8.1.

Table 8.1: Township of Melancthon Asphalt Budget – 2014 to 2018

Year	Budget Amount		Funding Allocated
	Hardtop Resurfacing	Patch Paving	
2014	\$250,000	\$180,000	\$180,000 Gas Tax
2015	\$250,000	\$175,000	\$100,000 Gas Tax
2016	\$0	\$200,000	\$0
2017	\$0	\$200,000	\$0
2018	\$170,000*	\$30,000	\$60,000 Gas Tax
Total	\$670,000	\$785,000	\$340,000 Gas Tax
Average	\$134,000	\$157,000	\$68,000 Gas Tax

* includes \$50,000 that was budgeted for paving of the shoulders on Main Street in Horning's Mills.

As shown in Table 8.1, the combined hardtop resurfacing and patch paving budget was \$1.455M over the five-year period from 2014 to 2018, or an average of \$291,000 per annum. The maximum combined asphalt budget during the 2014-2018 period was \$430,000 in 2014, and the minimum amount was \$200,000 in 2016, 2017, and 2018. The Township has indicated that they will not undertake any road capital improvements in 2019, so they can review the details of this RMP report and ensure the best prioritization of capital projects can be delivered to the Township. Therefore, 2019 has been excluded from the above annual asphalt budget analysis to avoid skewing the annual averages (i.e., exclusion of the outlier).

The Township's existing overall hard-top road network condition was estimated to be 12.4 out of 20 (i.e., the weighted average SCR plus BCR value out of 20 was estimated to be 12.4 for the Township's hardtop road network, based on the existing condition data). The Township's existing hard-op road network condition of 12.4 out of 20 translates to a score of 6.2 out of 10. According to the *Township of Melancthon Asset Management Plan* (Burnside, May 2017), an infrastructure asset with a condition rating of 5 or 6 out of 10 represents an "average" condition. A condition score between 7 or 8 out of 10 is representative of a "good" road condition. Based on this criterion, it can be concluded that the Township's existing overall hardtop road network is in an "average" condition state.

In order to improve the Township's overall hardtop road network condition to "good", a weighted average hardtop road network condition target of 16 out of 20 (i.e., 8 out of 10) was set for horizon year 2029. To achieve this target, a ten-year plan was developed that consists of both capital and cost-effective maintenance improvement recommendations. A table and map summarizing the details of the recommended ten-year hardtop road improvement plan is contained in Appendix F.

By utilizing the improvements highlighted in the ten-year plan in addition to the ongoing degradation of other road assets (as described previously in this report), the overall weighted average hardtop road network condition was estimated to be 17.4 out of 20 (i.e., 8.7 out of 10) at year 2029. Note that the value of 17.4 out of 20 increased slightly due to the recommended reversion of some hardtop roads to gravel in the ten-year plan. By reverting existing hardtop roads to gravel, such roads are excluded from the overall hardtop road network, which alters the overall hardtop road network condition. Therefore, it can be concluded that the ten-year plan developed by Burnside, as outlined in Appendix F, has been forecast to improve the Township's overall hardtop road network condition from "average" in 2019 to "good" by 2029.

It is estimated that the total cost to implement the 10-year plan will be approximately \$5.29M, or an average of approximately \$529,000 per year. This reflects an increase of approximately \$238,000 per year above the existing annual budget amount of \$291,000, or an increase of approximately 82%. This budget is significantly higher than the Township's existing budget. However, a significant increase in budget is required in the next decade to reduce the existing capital need backlog.

The ten-year plan developed is forecast to significantly improve the hardtop road network condition by 2029. After the first decade, less capital will be required annually to maintain the Township's "good" overall hardtop road network condition, since the focus will shift towards incorporating more cost-effective maintenance treatments at the right times (in addition to some capital improvements) in order to sustain an overall "good" hardtop road network condition. Section 9.0 of this RMP includes a long-term (20-year) budget sensitivity analysis, which utilized the ten-year plan outlined above as a subset of the 20-year analysis to determine that an average annual budget of approximately \$315,000 per year is required to maintain an overall "good" hardtop road network condition over the 20-year period.

8.1 Coordination with Bridge Projects

For budget allocation and phasing purposes, coordination with planned bridge and road improvement projects in the Township has been considered. Construction detours may also be a consideration in the scheduling / interface of road and bridge improvement projects. The preliminary recommendations for bridge rehabilitation or replacement, as set out in the Township's *2019 Municipal Bridge Inspection Report* (Burnside, 2019) is summarized in Table 8.2.

Table 8.2: Preliminary Bridge Improvement Plan

Structure No./Name	Road Name	Recommended Work	Estimated Construction Cost
2020			
2013	30 th Sideroad	Replace	\$474,500.00
2021			
013	260 Sideroad	Rehabilitate	\$421,000.00
2022			
2023	4 th Line NE	Rehabilitate	\$187,000.00
007	7 th Line SW	Rehabilitate	\$255,000.00
006	4 th Line SW	Rehabilitate (Waterproof & Pave)	\$57,000.00
2023			
011	8 th Line SW	Rehabilitate	\$401,500.00
2024			
016	250 Sideroad	Rehabilitate	\$339,000.00
Total			\$2,151,800.00

The following recommendations made in the ten-year road improvement plan were also made in the *2019 Municipal Bridge Inspection Report*:

- 4th Line NE – the section between 5th Line OS and Dufferin Road 21 is scheduled in year 2029 of the ten-year road improvement plan for reversion to gravel. Bridge 2023 on this road section is also recommended to be rehabilitated in 2022. There is significant time differential between these two improvement recommendations (i.e., eight years), and reverting the road to gravel is not anticipated to interfere with the bridge work, since the surface of the bridge will remain hardtop, and pulverizing the road section will terminate a certain distance from each of the bridge approaches. Therefore, coordination between the road and bridge improvements is not required.
- 260 Sideroad – the section between 4th Line SW and 7th Line SW is scheduled in year 2029 of the ten-year road improvement plan for a rehabilitation (hardtop surface). Bridge 013 on this road section is also recommended to be rehabilitated in 2021. There is significant time differential between these two improvement recommendations (i.e., eight years), and given the location of the bridge in the community of Riverview, it is believed that separating the road and bridge improvements in separate years is preferred since this will reduce temporary driveway access restrictions for residents of Riverview while the work is being undertaken. Therefore, coordination between the road and bridge improvements is not required.

- 7th Line SW – the section between Sideroad 270 and 200 metres south of Sideroad 260 is scheduled in year 2023 of the ten-year road improvement plan for reversion to gravel. Bridge 007 improvement recommendation (in year 2022) on 7th Line SW is not made on this road section, since the bridge is located only approximately 100 metres south of Sideroad 260 (i.e., approximately 100 metres north of the end of the aforementioned road section). Given the location of the bridge in the community of Riverview, it is believed that separating the road and bridge improvements in separate years is preferred since this will reduce temporary driveway access restrictions for residents of Riverview while the work is being undertaken. Also, note that the hardtop road reversion (to gravel) is recommended to terminate approximately 200 metres south of Sideroad 260, thus a hardtop surface will remain for approximately 100 metres south of the bridge. Therefore, coordination between the road and bridge improvements is not required.

Based on the above conclusions, any coordination would be limited to budget allocation between road and bridge projects in any particular year.

9.0 Long-Term (20-Year) Hardtop Road Budget Requirements

As concluded in Section 8.0, as a result of following Burnside's recommended ten-year hardtop road capital and maintenance improvement plan, it has been forecast that the Township's overall hardtop road network condition will improve from 12.4 (out of 20) in 2019 to 17.4 (out of 20) in 2029. Thus, the Township's overall hardtop road network condition is forecast to change from an "average" to "good" state after implementation of the ten-year plan.

Burnside has conducted a sensitivity analysis to estimate the annual budget in horizon years 11 to 20 (i.e., 2030 to 2039) required to sustain the Township's "good" overall hardtop network condition over the long-term. To do this, the sensitivity analysis assessed the annual budget required to maintain a rating above 16 out of 20 (or 8 out of 10) until the end of the 20-year period. It is understood that the combined condition value by year 2029 was forecast to be 17.4 out of 20 (i.e., 8.7/10) after completion of the ten-year plan outlined in Section 8.0, however it is believed that a combined condition target of 16 out of 20 (i.e., 8/10) is a realistic, attainable and sustainable long-term condition target for the Township, considering budgets and the existing condition of hardtop roads.

To summarize, the following steps were employed in conducting the 20-year budget sensitivity analysis:

1. Starting in year 2020, the SCR and BCR values for every hardtop road section in the Township were degraded based on the degradation formula outlined in Section 5.5. The ongoing degradation of road sections was considered until horizon year 2039 (i.e., for each year analyzed). For any road sections that were modelled to receive improvements, degradation formulae were applied to the road section's newly improved SCR and BCR values in the following analysis years.
2. Based on the degraded SCR and BCR values, a weighted average combined SCR plus BCR value was determined in every analysis year, based on the degraded SCR and BCR values.
3. The PGN value, improvement type need, and improvement need cost were all updated for each road section in any given year based on the degraded SCR and BCR values.
4. Road sections were sorted by their PGN values from highest to lowest.
5. The road sections with the highest PGN values had their respective improvement type needs and costs applied in the model. This includes the application of cost-effective maintenance treatments, which oftentimes had higher PGN values than other road sections with resurfacing or rehabilitation needs. After each

improvement type was applied to a given road section, the SCR and BCR values were increased by the amounts outlined in Table 5.3 (Section 5.2).

6. Repeat step 5 until the weighted average combined SCR plus BCR value for all hardtop roads in the Township equated (i.e., balanced) to at or above 16 out of 20 in each consecutive year (i.e., in each analysis year between 2030 and 2039). This was done to ensure that the weighted average combined SCR plus BCR value equated to 16 out of 20 (or 8 out of 10) in year 2039.
7. The cost of all treatments applied between 2020 and 2039 were added in order to obtain the total dollar amount spent to balance the weighted combined SCR plus BCR value of 16.0 in year 2039. This total dollar amount was divided by 20 in order to obtain the annual average amount required to sustain the weighted combined SCR plus BCR value of 16.0 in year 2039.

As identified previously, the Township spent an average of \$291,000 per year between 2014 and 2018 (inclusive) on hardtop (asphalt) capital improvement projects. This amount excluded any funding towards cost-effective routine and preventive maintenance treatments.

Based on the above methodology, it was estimated that a 20-year annual average of approximately \$315,000 per year, or a 20-year total amount of \$6.3M, is required to achieve and sustain an overall hardtop road condition score of 8 out of 10 by year 2039. This amount includes the improvements outlined in the comprehensive ten-year plan outlined in Section 8.0 as a subset and combines both capital and maintenance improvements in order to simulate the largest benefits at the lowest costs. This represents an increase of approximately \$24,000 per year above current hardtop road budget amounts, or 8.2% over the 20-year period. Therefore, it is forecast that the Township's current funding amount on hardtop road improvements will not be enough to meet the required road needs or close the funding gap.

It is recommended that the Township increase their annual investment on hardtop roads over the next decade to try to meet the target average \$530,000 per year amount, and that the Township continue to actively pursue all available capital grants and other funding sources for such work. The first ten years of the recommended Road Management Plan will require the Township to access other funding sources to cover the costs of the remaining hardtop road improvements. This will get the Township back on appropriate levels of service and develop a sustainable hardtop road network.

Once into the horizon second half of the 20-year plan, it will be important for the Township to continue to set aside funds in road capital reserves to ensure that a similar backlog of road improvements does not occur. As identified in the *Township of Melancthon Asset Management Plan*: "while the annual funding requirement may fluctuate, it is important for the Township to implement a consistent, yet increasing,

annual investment in capital so that the excess annual funds accrue in capital reserve funds” (Burnside, May 2017).

The Township does not currently have an annual budget specific to routine and preventive maintenance treatments for hardtop roads (e.g., crack sealing, micro-surfacing, slurry sealing etc.). However, both the ten-year plan that was developed (at an average of \$530,000 per year) and the 20-year sensitivity analysis (at an average of \$315,000 per year) consider and include maintenance treatments. Best practice indicates that such treatments applied on roads with good bases can provide extended life and are cost-effective in reducing the overall lifecycle expenditures on such roads. Therefore, it is recommended that the Township begin incorporating maintenance treatments on hardtop roads (within the aforementioned recommended budgets). Such maintenance treatments may be implemented as demonstration (i.e., test) projects initially, with ongoing monitoring to gauge their effectiveness. Other Dufferin County municipalities are testing various maintenance treatments and can be contacted to pool resultant information.

10.0 Summary, Conclusions and Recommendations

The following primary conclusions and recommendations of this RMP are as follows:

- The updated inventory and road needs assessment in this RMP provides a basis for the updating of the Township's Asset Management Plan, as required by Ontario Regulation 588/17.
- Approximately 91 centreline kilometres of road were reviewed (approximately 76 km of hardtop roads and 15 km of gravel roads).
- Annual Average Daily Traffic (AADT) volumes and traffic growth estimates were updated for the roads reviewed.
- A field evaluation was completed on the condition of the roads, based on methodologies provided by the Ontario Good Roads Association (OGRA) and the Ministry of Transportation for Ontario (MTO). The following parameters were established for each road section: Pavement Condition Index (PCI), Ride Comfort Rating (RCR), Surface Condition Rating (SCR) and Based Condition Rating (BCR).
- Lifecycle improvement needs and costs were identified for each road section, based on their condition needs, traffic volumes, roadside environment and surface type.
- Priority Guide Numbers (PGN) were calculated for each road section, based on their condition, traffic volumes and improvement costs, to establish their relative priority for improvement (i.e., the strategy for applying the most cost-effective improvements, considering best practices for lifecycle improvements and budget limitations).
- Road degradation formulae was developed to assess the impacts on road conditions and long-term budget implications.
- For roads with less than 400 vpd, it was concluded that gravel roads may have present worth cost reductions in the order of \$40,000 to \$50,000 per km over hardtop roads (i.e., capital and maintenance costs), assuming a 60-year lifecycle. However, other factors such as network connectivity, dust control, and traffic diversion should also be considered when assessing potential surface type conversions.
- A Gravel Upgrade Priority Index (GUPI) was calculated to compare the relative priority of gravel roads to be upgraded to hardtop surfaces, or priority of hardtop roads to be downgraded to gravel surfaces, based on traffic volumes, truck volumes, maintenance requirements, and driveway densities.
- Vertical curve deficiencies have been identified on the following road sections:
 - 3rd Line OS - from Highway 10 to 5th Sideroad (Section 1507).
 - 3rd Line OS - from 5th Sideroad to 2 km north of 5th Sideroad (Section 93).
 - 3rd Line OS - from 2 km north of 5th Sideroad to County Road 17 (Section 544).
 - 3rd Line OS - from County Road 17 to 15th Sideroad (Section 96).
 - 3rd Line OS - from 15th Sideroad to 1.5 km south of 20th Sideroad (Section 1467).
 - 3rd Line OS - from 1.5 km south of 20th Sideroad to 20th Sideroad (Section 102).
- Appropriate warning signage should be applied at all vertical deficiency locations, and any future road improvement projects at these locations should consider reducing the magnitude of the vertical deficiency.

- In general, the Township does not have flooding issues on their roads. However, as part of the design for any future improvements, it is recommended that detailed investigations be completed to determine drainage requirements.
- A number of roads were identified to have high maintenance demands (i.e., cold patching requirements), including part of 5th Line OS, 3rd Line OS, Sideroad 260 and 7th Line SW.
- None of the existing gravel road sections that were reviewed in this RMP are recommended for upgrading from gravel surface to hardtop at this time.
- It is recommended that the Township consider reverting the following existing hardtop road sections to gravel, once the existing hardtop surfaces deteriorate to a point where rehabilitation is required:
 - 4th Line NE between 5th Line OS and Dufferin Road 21 (section ID #65).
 - 4th Line NE between County Road 9 and 1 km north of Sideroad 240 (section ID #72).
 - 7th Line SW between Highway 89 and 200 metres south of Sideroad 260 (section IDs #1489, 111, 142 and 143).
 - 4th Line OS between the Strada Pit North Entrance and 15th Sideroad (section #95B).
- Approximately 55% of the Township's hardtop roads were found to be in fairly good to excellent condition, 10% in fair condition and 35% in poor condition. The existing cost of hardtop road improvement needs, based on condition, is estimated to be approximately \$8M.
- A comprehensive ten-year (2020 to 2029) road capital and maintenance improvement plan was recommended, using an average cost of \$529,000 per year. A significant budget increase is required over the next decade in order to reduce the existing capital need backlog. As a result of implementing the recommended ten-year improvement plan, it is forecast that the Township's overall hardtop road network will improve significantly from an "average" (6.2 out of 10) to "good" (8.7 out of 10) condition state by 2029. Details regarding the ten-year improvement plan can be found in Appendix F.
- A sensitivity analysis was completed to determine the funding level required to sustain the Township's forecast "good" overall hardtop road network condition over a 20-year period. The cost to maintain a "good" condition level over the next 20 years (i.e., an overall hardtop network condition at or above 8 out of 10 through year 2039) is forecast to be approximately \$315,000 per year. The 20-year analysis assumes the aforementioned ten-year plan as a subset of the 20-year period, thus it can be concluded that the annual budget required to maintain the "good" network condition (after spending more than usual over the first ten years to reduce the capital need backlog and achieve a "good" overall network condition) is significantly less between years 11 to 20, when compared to the first ten year period. This reflects the shifting of focus from primarily costly capital improvements to more cost-effective

maintenance treatments after a “good” overall condition state is reached, so that this condition state is sustainable over the long-term.

- The Township does not currently have an annual budget specific to routine and preventive maintenance treatments for hardtop roads (e.g., crack sealing, micro-surfacing, slurry sealing etc.). However, both the ten-year plan that was developed (at an average of \$530,000 per year) and the 20-year sensitivity analysis (at an average of \$315,000 per year) consider and include maintenance treatments. Best practice indicates that maintenance treatments applied on roads with good bases can provide extended life and are cost-effective in reducing the overall lifecycle expenditures on such roads. Therefore, it is recommended that the Township begin incorporating maintenance treatments on hardtop roads (within the aforementioned recommended budgets). Such maintenance treatments may be implemented as demonstration (i.e., test) projects initially, with ongoing monitoring to gauge their effectiveness.



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Appendix A

Acronyms

AADT – Annual Average Daily Traffic

AMP – Asset Management Plan

ATR – Automatic Traffic Recorder

BCR – Base Condition Rating (value out of 10)

CRA – Cold Recycled Asphalt

DF – Driveway Factor – driveway access density

DMI – Distress Manifestation Index

GUPI – Gravel Upgrade Priority Index

HCB – High Class Bituminous asphalt

HMA – Hot mix asphalt

LCF – Lifecycle Factor – typical number of days that is assumed to be added to the pavement life as a result of a treatment

MF – Maintenance Factor

MTO - Ministry of Transportation Ontario

OGRA – Ontario Good Roads Association

OTI – Ontario Traffic Inc.

PCI – Pavement Condition Index (value out of 100)

PGN – Priority Guide Number

PM – Preventative Maintenance (such as microsurfacing or slurry seals)

R – Resurface – Hot mix asphalt overlay or mill and pave

RCR – Ride Comfort Rating

REC – Reconstruction – full depth removal, total base replacement, curb and storm water assets, and one or two lifts of asphalt

REH – Rehabilitation – pulverize, add some base improvements as required and one or two lifts of asphalt

RM – Routine Maintenance

RMP – Road Management Plan

SCR – Surface Condition Rating (value out of 10)

TAC – Transportation Association of Canada

TF – Traffic Factor – is an estimate of the traffic served over the lifecycle of the improvement

TVF – Truck Volume Factor – total average annual daily truck volume

vpd –vehicles per day (daily traffic volume)



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Appendix B

Existing Road Surface Types Map



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Appendix C

Road Inventory Table

Township of Melancthon Road Management Plan

Road Inventory Table

All Hardtop Roads and Select Gravel Roads

Line No.	Asset ID	Road Name	Road From	Road To	Length of Road (m)	Road Width (m)	Road Material	Road Environment	Road Surface Remaining Useful Life	Estimated Road Replacement Costs	Existing AADT Volume (vpd)	Existing AADT Range (vpd)	Count Year	Percent Trucks	10-Year Percent Traffic Growth	Year 10 AADT Volume (vpd)	Ride Comfort Rating (RCR)	Pavement Condition Index (PCI)	Surface Condition Rating (SCR)	Base Condition Rating (BCR)	Existing (2019) Improvement Need (Based on Treatment Matrix Criterion)	Total Improvement Cost	Priority Guide Number (PGN)	Vertical Deficiencies ?	Deficient Width?	Field Notes	Construction History - Treatment(s)
1	1491	15th Sideroad	Main St.	East	691	6.5	Cold Recycled	Rural	3	\$190,125	125	50-199	Estimate	Unknown	10.46%	138	3	56.8	10	2	Rehabilitation	\$68,406	8.1			Significant patching	
2	194	15th Sideroad	County Rd. 124	Main St.	227	6.5	Asphalt	Rural	24	\$62,458	125	50-199	Estimate	Unknown	10.46%	138	9	98.5	9	10	Routine Maintenance	\$1,107	2.2				
3	176	15th Sideroad	3rd Line	County Rd. 124	1142	6.5	Asphalt	Rural	3	\$314,216	125	50-199	Estimate	Unknown	10.46%	138	7	80.3	5	5	Rehabilitation	\$113,052	10.2				
4	1345	20th Sideroad	3rd Line	County Rd. 124	1378	6.5	Asphalt	Rural	24	\$379,150	164	50-199	2019	8.20%	10.46%	181	10	99.0	9	10	Routine Maintenance	\$6,718	2.9				Chip Seal (1991), Asphalt Resurfacing (1997)
5	31	260 (Main St.)	4th Line SW	7th Line SW	2013	6.5	Asphalt	Rural	6	\$553,867	250	200-399	Estimate	Unknown	10.46%	276	5	63.0	5	2	Rehabilitation	\$263,653	20.0				Asphalt Resurfacing (1999)
6	32	260 (Main St.)	2nd Line SW	4th Line SW	2228	6.5	Asphalt	Rural	6	\$613,023	263	200-399	2019	4.70%	10.46%	291	5	63.0	5	2	Rehabilitation	\$291,812	21.1				Asphalt Resurfacing (1999)
7	29	260 (Main St.)	Geirson	2nd Line SW	1526	6.5	Asphalt	Rural	5	\$508,349	450	400-999	Estimate	Unknown	10.46%	497	5	63.0	5	2	Rehabilitation	\$289,932	24.8				Asphalt Resurfacing (1999)
8	24	260 (Main St.)	Manitoba	Geirson	159	8	Asphalt	Urban	11	\$86,076	450	400-999	Estimate	Unknown	10.46%	497	6	90.8	9	8	Routine Maintenance	\$954	19.7				Asphalt Resurfacing (1999)
9	25	260 (Main St.)	Poulton	Manitoba	74	8	Asphalt	Urban	11	\$40,061	450	400-999	Estimate	Unknown	10.46%	497	6	90.8	9	8	Routine Maintenance	\$444	19.7				Asphalt Resurfacing (1999)
10	26	260 (Main St.)	Shook	Poulton	153	8	Asphalt	Urban	11	\$82,828	450	400-999	Estimate	Unknown	10.46%	497	6	90.8	9	8	Routine Maintenance	\$918	19.7				Asphalt Resurfacing (1999)
11	107	260 (Main St.)	Hwy. 10	Shook	418	8	Asphalt	Semi-Urban	11	\$171,380	447	400-999	2019	5.50%	10.46%	494	6	90.8	9	8	Routine Maintenance	\$2,508	19.6				Asphalt Resurfacing (1999)
12	82	2nd Line SW	250	North Limit	2350	6.5	Asphalt	Rural	2	\$646,591	1127	1000-1999	2019	4.97%	21.90%	1374	2	57.5	6	2	Rehabilitation	\$307,791	91.9			Average 0.5m shoulder	
13	81	2nd Line SW	260		2054	6.6	Asphalt	Rural	15	\$573,842	980	400-999	2016	3.82%	21.90%	1195	7	95.0	9	10	Routine Maintenance	\$10,167	18.3				
14	1509	2nd Line SW	270	260	2045	6.6	Asphalt	Rural	15	\$691,721	835	400-999	2017	2.03%	21.90%	1018	7	95.0	9	10	Routine Maintenance	\$10,123	15.6				
15	117	2nd Line SW	280	270	2028	6.5	Asphalt	Rural	15	\$675,578	812	400-999	2018	7.74%	21.90%	990	8	96.9	9	10	Routine Maintenance	\$9,887	15.4				Repave (Asphalt, 2006)
16	1278	2nd Line SW	County Rd. 17	280	2051	6.5	Asphalt	Rural	15	\$683,239	812	400-999	Estimate	Unknown	21.90%	990	6	87.8	5	9	Rehabilitation	\$389,680	22.8				Repave (Asphalt, 2009)
17	1351	2nd Line SW	300	County Rd. 17	1981	6.7	Asphalt	Rural	12	\$680,226	812	400-999	Estimate	Unknown	21.90%	990	9	98.3	7	10	Resurface	\$191,658	10.2			0.5m shoulder	
18	147	2nd Line SW	Hwy. 89	300	1799	6.8	Asphalt	Rural	2	\$626,952	820	400-999	2019	2.50%	21.90%	1000	5	61.3	3	3	Rehabilitation	\$357,576	51.4			1m shoulder	
19	1490	3rd Line OS	20th Sideroad	County Rd. 21	3055	6.5	Asphalt	Rural	23	\$840,568	107	50-199	2019	8.40%	21.90%	130	9	97.0	8	10	Preventive Maintenance	\$59,573	1.9				Chip Seal (1991), Asphalt Resurfacing (2000)
20	102	3rd Line OS	1.5 km S of 20th Sideroad	20th Sideroad	1522	6.5	Asphalt	Rural	7	\$418,771	200	200-399	Estimate	Unknown	21.90%	244	6	79.3	5	8	Rehabilitation	\$199,344	9.5	Yes			Asphalt (1999)
21	1467	3rd Line OS	15th Sideroad	1.5 km S of 20th Sideroad	1523	6.5	Asphalt	Rural	7	\$419,046	200	200-399	Estimate	Unknown	21.90%	244	6	79.3	5	8	Rehabilitation	\$199,475	9.5	Yes			Asphalt (1999)
22	96	3rd Line OS	County Rd. 17	15th Sideroad	3052	6.5	Asphalt	Rural	8	\$839,743	229	200-399	2019	4.60%	21.90%	279	6	79.3	5	8	Rehabilitation	\$399,736	10.9	Yes			Asphalt (1999)
23	544	3rd Line OS	2km N of 5th Sideroad	County Rd. 17	1048	6.5	Asphalt	Rural	8	\$349,115	493	400-999	2019	3.50%	21.90%	601	8	89.3	8	9	Preventive Maintenance	\$27,248	9.7	Yes			Chip Seal (1996), Asphalt Resurfacing (1998), Repaved (2008)
24	93	3rd Line OS	5th Sideroad	2 km N of 5th Sideroad	2011	6.5	Asphalt	Rural	12	\$669,914	493	400-999	2019	3.50%	21.90%	601	8	89.3	8	9	Preventive Maintenance	\$52,286	9.7	Yes			Chip Seal (1996), Asphalt Resurfacing (1998), Repaved (2007)
25	1507	3rd Line OS	Hwy. 10	5th Sideroad	1650	6.5	Asphalt	Rural	15	\$549,656	910	1000-1999	2019	3.30%	21.90%	1109	8	96.5	8	10	Preventive Maintenance	\$42,900	11.9	Yes			Chip Seal (1988), Asphalt Resurfacing (1999)
26	72	4th Line NE	1 km N of Sideroad 240	County Rd 9/2	1300	8	Asphalt	Rural	23	\$440,232	289	200-399	2018	6.29%	10.46%	319	9	95.3	8	10	Preventive Maintenance (Reversion to Gravel Recommended Once Road is in Rehabilitation Need)	\$41,600	2.9				Asphalt (1994), Repaved (2002)
27	1596	4th Line NE	Sideroad 240	1 km N of Sideroad 240	1000	8	Gravel	Rural	N/A	\$174,240	289	200-399	2018	6.29%	10.46%	319	N/A	N/A	N/A	N/A							Asphalt (1994), Repaved (2002)
28	1594	4th Line NE	Sideroad 250	Sideroad 240	2443	8	Gravel	Rural	N/A	\$425,668	150	50-199	Estimate	Unknown	10.46%	166	N/A	N/A	N/A	N/A							Asphalt (1995), Repaved (2002)
29	1595	4th Line NE	County Rd. 21	Sideroad 250	1634	8	Gravel	Rural	N/A	\$284,708	149	50-199	2019	5.80%	10.46%	165	N/A	N/A	N/A	N/A							
30	65	4th Line NE	5th Line OS	County Rd. 21	3937	6.5	Asphalt	Rural	15	\$1,083,246	257	200-399	2019	5.50%	10.46%	284	7	68.8	6	5	Rehabilitation	\$515,649	14.2				Repaved (Asphalt, 2007)
31	958	4th Line OS	Strada Pit North Entrance	15th Sideroad	1400	6.5	Asphalt	Rural	3	\$385,203	79	50-199	2019	6.60%	21.90%	96	6	54.3	1	1	Reconstruction	\$385,203	4.6				Asphalt (2000)
32	95A	4th Line OS	County Rd. 17	Strada Pit North Entrance	1651	6.5	Asphalt	Rural	3	\$454,264	125	50-199	Estimate	Unknown	21.90%	152	6	80.5	8	5	Rehabilitation	\$163,441	7.8			Strada pit responsible for paving	Asphalt (1997)
33	1494B	4th Line OS	Lot 9/10	County Rd. 17	750	6.5	Asphalt	Rural	3	\$206,359	300	200-399	Estimate	Unknown	21.90%	366	5	69.5	3	2	Rehabilitation	\$98,231	30.6				Asphalt (1997)
34	1494A	4th Line OS	5th Sideroad	Lot 9/10	2438	6.5	Asphalt	Rural	24	\$670,804	300	200-399	Estimate	Unknown	21.90%	366	9	98.3	9	10	Routine Maintenance	\$11,885	5.7				Asphalt (1997)
35	1495	4th Line OS	Hwy. 10	5th Sideroad	713	6.5	Asphalt	Rural	24	\$196,178	300	200-399	Estimate	Unknown	21.90%	366	9	98.3	9	10	Routine Maintenance	\$3,476	5.7				Asphalt (1997)
36	1274	4th Line OS	Abandon Rail	Hwy. 10	956	6.5	Asphalt	Rural	17	\$263,039	330	400-999	2017	10.51%	21.90%	402	7	88.3	5	9	Rehabilitation	\$125,212	13.4				Chip Seal (1995), Asphalt Resurfacing (1998), Repaved (2009)
37	1520	5th Line OS	Sideroad 240	County Rd. 9	351	8	Gravel	Rural	N/A	\$61,158	222	200-399	Estimate	Unknown	10.46%	245	0	90.0	10	10							
38	1519	5th Line OS	30th Sideroad	Sideroad 240	816	8	Gravel	Rural	N/A	\$142,180	222	200-399	Estimate	Unknown	10.46%	245	N/A	N/A	N/A	N/A							
39	1452	5th Line OS	County Rd. 21	30th Sideroad	3102	8	Gravel	Rural	N/A	\$540,492	222	200-399	2019	8.70%	10.46%	245	0	90.0	10	10							
40	161	5th Line OS	20th Sideroad	County Rd. 21	1577	6.5	Asphalt	Rural	3	\$433,904	226	200-399	2019	9.10%	21.90%	275	4	41.0	2	1	Reconstruction	\$433,904	12.4				Chip Seal (1992), Asphalt Resurfacing (2000)
41	160	5th Line OS	6th Line NE	20th Sideroad	466	6.5	Asphalt	Rural	1	\$128,218	230	200-399	Estimate	Unknown	21.90%	280	4	41.0	2	1	Reconstruction	\$128,218	12.6				Chip Seal (1992), Asphalt Resurfacing (2000)
42	1493	5th Line OS	Sideroad 270	6th Line NE	654	6.5	Asphalt	Rural	1	\$179,945	230	200-399	Estimate	Unknown	21.90%	280	4	41.0	2	1	Reconstruction	\$179,945	12.6				Chip Seal (1992), Asphalt Resurfacing (2000)
43	159	5th Line OS	15th Sideroad	Sideroad 270	1930	6.5	Asphalt	Rural	1	\$531,030	237	200-399	2018	26.54%	21.90%	289	4	41.0	2	1	Reconstruction	\$531,030	13.0				Chip Seal (1992), Asphalt Resurfacing (2000)
44	1492	5th Line OS	4th Line NE	15th Sideroad	570	6.5	Asphalt	Rural	1	\$156,833	250	200-399	Estimate	Unknown	21.90%	305	4	41.0	2	1	Reconstruction	\$156,833	13.8				Chip Seal (1992), Asphalt Resurfacing (1998)
45	101	5th Line OS	Sideroad 280	4th Line NE	205	6.5	Asphalt	Rural	1	\$56,405	284	200-399	Estimate	Unknown	21.90%	346	4	41.0	2	1	Reconstruction	\$56,405	15.6				Chip Seal (1992), Asphalt Resurfacing (1998)
46	94	5th Line OS	County Rd. 17	Sideroad 280	2293	6.5	Asphalt	Rural	1	\$630,907	284	200-399	2019	9.20%	21.90%	346	4	41.0	2	1	Reconstruction	\$630,907	15.6				Chip Seal (1992), Asphalt Resurfacing (1998)
47	206	5th Sideroad	County Rd. 124	Townline	1367	6.5	Asphalt	Rural	7	\$376,123	269	200-399	2019	3.90%	21.90%	328	4	64.8	5	5	Rehabilitation	\$179,043	18.3				Asphalt (2000)
48	207	5th Sideroad	3rd Line	County Rd. 124	1371	6.5	Asphalt	Rural	8	\$456,714	653	400-999	2019	3.40%	21.90%	796	6	86.8	8	8	Preventive Maintenance	\$35,646	17.1				Chip Seal (1990)
49	1489	7th Line SW	Sideroad 270	Sideroad 260	2048	6.5	Asphalt	Rural	5	\$563,497	177	50-199	2019	5.90%	10.46%	196	6	63.5	5	3	Rehabilitation	\$202,742	17.3				Chip Seal (1992), Chip Seal Resurface (1996), Asphalt Resurfacing (2000)
50	111	7th Line SW	Sideroad 280	Sideroad 270	2033	6.5	Asphalt	Rural	5	\$559,370	200	200-399	Estimate	Unknown	10.46%	221	6	63.5	5	3	Rehabilitation	\$266,272	14.8				Chip Seal (1992), Chip Seal Resurface (1996), Asphalt Resurfacing (2000)
51	142	7th Line SW	County Rd. 17	Sideroad 280	2040	6.5	Asphalt	Rural	5	\$561,296	200	200-399	Estimate	Unknown	10.46%	221	6	63.5	5	3	Rehabilitation	\$267,189	14.8				Chip Seal (1992), Chip Seal Resurface (1996), Asphalt Resurfacing (2000)
52	143	7th Line SW	Hwy. 89	County Rd. 17	853	6.5	Asphalt	Rural	5	\$234,699	218	200-399	2019	6.80%	10.46%	241	6	63.									

Township of Melancthon Road Management Plan
Road Inventory Table
All Hardtop Roads and Select Gravel Roads

Line No.	Asset ID	Road Name	Road From	Road To	Length of Road (m)	Road Width (m)	Road Material	Road Environment	Road Surface Remaining Useful Life	Estimated Road Replacement Costs	Existing AADT Volume (vpd)	Existing AADT Range (vpd)	Count Year	Percent Trucks	10-Year Percent Traffic Growth	Year 10 AADT Volume (vpd)	Ride Comfort Rating (RCR)	Pavement Condition Index (PCI)	Surface Condition Rating (SCR)	Base Condition Rating (BCR)	Existing (2019) Improvement Need (Based on Treatment Matrix Criterion)	Total Improvement Cost	Priority Guide Number (PGN)	Vertical Deficiencies ?	Deficient Width?	Field Notes	Construction History - Treatment(s)	
57	186	Addeson St.	George St.	Lloyd St.	155	4.5	Cold Recycled	Semi-Urban	4	\$29,525	50	50-199	Estimate	Unknown	10.46%	55	3	76.3	10	5	Rehabilitation	\$10,623	2.9		Yes			
58	201	Charles St. W	Main St.	End of Road	141	7	Asphalt	Semi-Urban	21	\$41,780	30	0-49	Estimate	Unknown	10.46%	33	8	96.5	10	9								
59	200	Church St.	Main St.	North Limit	242	4	Cold Recycled	Semi-Urban	1	\$40,975	60	50-199	Estimate	Unknown	10.46%	66	2	54.3	10	2	Rehabilitation	\$14,743	6.3		Yes			
60	182	Fieldway Ct.	Main St.	End of Road	800	6.5	Asphalt	Semi-Urban	19	\$220,116	120	50-199	Estimate	Unknown	10.46%	133	6	92.8	8	10	Preventive Maintenance	\$20,800	1.5					
61	188	George St.	Addeson St.	Main St.	114	5.5	Cold Recycled	Semi-Urban	4	\$26,541	50	50-199	Estimate	Unknown	10.46%	55	3	76.3	10	5	Rehabilitation	\$9,549	2.4		Yes			
62	185	High St.	William St.	Main St.	170	5.3	Asphalt	Semi-Urban	24	\$38,139	70	50-199	Estimate	Unknown	10.46%	77	9	98.8	9	10	Routine Maintenance	\$676	1.5		Yes			
63	205	Hunter Pkwy.	County Rd. 124	Apartment Building	291	6.5	Cold Recycled	Semi-Urban	7	\$80,067	100	50-199	Estimate	Unknown	10.46%	110	5	76.0	10	5	Rehabilitation	\$28,808	4.1			Cold recycled south half		
64	187	Lloyd St.	Addeson St.	Main St.	110	4.5	Cold Recycled	Semi-Urban	4	\$20,953	50	50-199	Estimate	Unknown	10.46%	55	3	76.3	10	5	Rehabilitation	\$7,539	2.9		Yes			
65	183	Main St.	15th Sideroad	County Rd. 124	366	6.5	Asphalt	Rural	24	\$121,924	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$1,784	16.2					
66	193	Main St.	Mill Ln.	15th Sideroad	355	6.5	Asphalt	Semi-Urban	24	\$118,259	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$1,731	16.2					
67	1314	Main St.	George St.	Mill Ln.	212	6.5	Asphalt	Urban	24	\$93,249	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$1,034	16.2					
68	1313	Main St.	Charles St.	George St.	126	6.5	Asphalt	Urban	24	\$55,422	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$614	16.2					
69	1312	Main St.	Church St.	Charles St.	153	6.5	Asphalt	Urban	24	\$67,298	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$746	16.2					
70	1310	Main St.	Mill St.	Church St.	214	6.5	Asphalt	Urban	24	\$94,129	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$1,043	16.2					
71	1311	Main St.	High St.	Mill St.	120	6.5	Asphalt	Urban	24	\$52,783	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$585	16.2					
72	1315	Main St.	Fieldway Ct.	High St.	323	6.5	Asphalt	Semi-Urban	24	\$107,599	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$1,575	16.2					
73	1346	Main St.	Oldfield Ct.	Fieldway Ct.	277	6.5	Asphalt	Semi-Urban	24	\$92,276	900	400-999	Estimate	Unknown	10.46%	994	9	98.8	9	10	Routine Maintenance	\$1,350	16.2					
74	1347	Main St.	County Rd. 124	Oldfield Ct.	692	6.5	Asphalt	Rural	24	\$230,523	890	400-999	2019	2.10%	10.46%	983	9	98.8	9	10	Routine Maintenance	\$3,374	16.0					
75	195	Mill Ln.	Main St.	End of Road	655	5	Cold Recycled	Semi-Urban	4	\$138,631	150	50-199	Estimate	Unknown	10.46%	166	3	66.3	10	4	Rehabilitation	\$49,878	9.5		Yes			
76	196	Mill St.	Main St.	William St.	95	6.5	Asphalt	Semi-Urban	24	\$26,139	300	200-399	Estimate	Unknown	10.46%	331	9	98.3	9	10	Routine Maintenance	\$463	5.4					
77	184	Old Field Ct.	Main St.	End of Road	643	6.5	Asphalt	Semi-Urban	17	\$176,918	150	50-199	Estimate	Unknown	10.46%	166	5	75.6	5	8	Rehabilitation	\$63,654	8.6					
78	189	River Rd.	William St.	Townline	1401	7.5	Asphalt	Semi-Urban	24	\$444,782	284	200-399	2019	3.90%	10.46%	314	9	98.3	9	10	Routine Maintenance	\$7,881	4.4					
Total:										\$25,143,038																		\$8,049,945



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Appendix D

Benchmark Cost Breakdown Tables

Item	Unit	Unit Cost
Granular A - 150mm	m2	\$7.00
Granular B - 300mm	m2	\$9.00
Granular B - 450mm	m2	\$13.00
Earth Excavation	m3	\$15.00
Milling	m2	\$4.00
Pulverizing	m2	\$2.00
Asphalt Removal	m	\$32.00
Crack Sealing	m2	\$0.75
Maintenance Gravel + Calcium Chloride*	m2	\$0.80
Curb and Gutter Replacement	m	\$120.00
Catch Basin/Manhole Adjustments	m	\$14.85
Driveway Culvert Replacement	m	\$375.00
Cross Culvert Replacement	m	\$500.00
Tack Coat	m	\$3.00
Shouldering (50mm Depth)	m	\$5.00
PAD with 100mm Granular A	m	\$32.00
50mm HL8	m	\$80.00
50mm HL4	m	\$67.00
60mm HL4	m	\$80.00
40mm HL3	m2	\$8.00
Geogrid (9m wide)	m	\$45.00

* Maintenance gravel and calcium chloride are material costs only. Road preparation and grading are assumed to be by Township forces.

Urban Hardtop Resurfacing								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Milling		8			m2		\$4.00	\$4.00
Tack Coat		8			m		\$3.00	\$0.38
50mm HL4		8			m		\$67.00	\$8.38
Shouldering (50mm Depth)		8			m		\$5.00	\$0.63
							Total =	\$13.38
Rural or Semi-Urban (AADT>=400) Hardtop Resurfacing								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Crack Sealing		6.5			m2		\$0.75	\$0.75
Tack Coat		6.5			m		\$3.00	\$0.46
60mm HL4		6.5			m		\$80.00	\$12.31
Shouldering (50mm Depth)	120%	6.5			m		\$5.00	\$0.92
							Total =	\$14.44
Rural or Semi-Urban (AADT<400) Hardtop Resurfacing								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Crack Sealing		6.5			m2		\$0.75	\$0.75
Tack Coat		6.5			m		\$3.00	\$0.46
50mm HL4		6.5			m		\$67.00	\$8.38
Shouldering (50mm Depth)		6.5			m		\$5.00	\$0.63
							Total =	\$10.21

60mm depth

Urban Hardtop Rehabilitation								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Asphalt Removal		8			m		\$32.00	\$4.00
50mm HL8		8			m		\$80.00	\$10.00
Tack Coat		8			m		\$3.00	\$0.38
40mm HL3		8			m2		\$8.00	\$8.00
Curb and Gutter Replacement	10%	8			m		\$120.00	\$1.50
Catch Basin/Manhole Adjustments	100%	8			m		\$14.85	\$1.86
							Total =	\$25.73
Semi-Urban Hardtop Rehabilitation								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Pulverizing		6.5			m2		\$2.00	\$2.00
60mm HL4		6.5			m		\$80.00	\$12.31
Shouldering (50mm Depth)	120%	6.5			m		\$5.00	\$0.92
							Total =	\$15.23
Rural (AADT>=400) Hardtop Rehabilitation								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Pulverizing		6.5			m2		\$2.00	\$2.00
PAD with 100mm Granular A		6.5			m		\$32.00	\$4.92
60mm HL4		6.5			m		\$80.00	\$12.31
Tack Coat		6.5			m		\$3.00	\$0.46
40mm HL3		6.5			m2		\$8.00	\$8.00
Shouldering (50mm Depth)	200%	6.5			m		\$5.00	\$1.54
							Total =	\$29.23
Rural (400>AADT>=200) Hardtop Rehabilitation								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Pulverizing		6.5			m2		\$2.00	\$2.00
PAD with 100mm Granular A		6.5			m		\$32.00	\$4.92
60mm HL4		6.5			m		\$80.00	\$12.31
Shouldering (50mm Depth)	120%	6.5			m		\$5.00	\$0.92
							Total =	\$20.15
Rural (400>AADT>=200) AND Swamp Area (e.g., 5th Line OS) Hardtop Rehabilitation								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Pulverizing		6.5			m2		\$2.00	\$2.00
PAD with 100mm Granular A	250%	6.5			m		\$32.00	\$12.31
60mm HL4		6.5			m		\$80.00	\$12.31
Geogrid (9m wide)		6.5			m		\$45.00	\$6.92
Shouldering (50mm Depth)	120%	6.5			m		\$5.00	\$0.92
							Total =	\$34.46

33 structures per km at \$450 each

60mm depth

100mm depth

60mm depth

60mm depth

Rural (AADT<200) Hardtop Rehabilitation								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Pulverizing		6.5			m2		\$2.00	\$2.00
60mm HL4		6.5			m		\$80.00	\$12.31
Shouldering (50mm Depth)	120%	6.5			m		\$5.00	\$0.92
							Total =	\$15.23
Urban Hardtop Reconstruction								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Asphalt Removal		8			m		\$32.00	\$4.00
Earth Excavation	100%	10	450		m3	4500	\$15.00	\$8.44
Granular A - 150mm	100%	10			m2		\$7.00	\$8.75
Granular B - 300mm	100%	10			m2		\$9.00	\$11.25
50mm HL8		8			m		\$80.00	\$10.00
Tack Coat		8			m		\$3.00	\$0.38
40mm HL3		8			m2		\$8.00	\$8.00
Curb and Gutter Replacement	100%	8			m		\$120.00	\$15.00
Catch Basin/Manhole Adjustments	100%	8			m		\$14.85	\$1.86
							Total =	\$67.67
Rural or Semi-Urban (AADT>=400) Hardtop Reconstruction								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Asphalt Removal		6.5			m		\$32.00	\$4.92
Earth Excavation	100%	8.5	450		m3	3825	\$15.00	\$7.17
Granular A - 150mm	100%	8.5			m2		\$7.00	\$7.44
Granular B - 300mm	100%	8.5			m2		\$9.00	\$9.56
50mm HL8		6.5			m		\$80.00	\$12.31
Tack Coat		6.5			m		\$3.00	\$0.46
40mm HL3		6.5			m2		\$8.00	\$8.00
Shouldering (50mm Depth)	180%	6.5			m		\$5.00	\$1.38
							Total =	\$51.25
Rural of Semi-Urban (AADT<400) Hardtop Reconstruction								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Asphalt Removal		6.5			m		\$32.00	\$4.92
Earth Excavation	100%	8.5	450		m3	4500	\$15.00	\$7.17
Granular A - 150mm	100%	8.5			m2		\$7.00	\$7.44
Granular B - 300mm	100%	8.5			m2		\$9.00	\$9.56
60mm HL4		6.5			m		\$80.00	\$12.31
Shouldering	120%	6.5			m		\$5.00	\$0.92
							Total =	\$42.33

60mm depth

33 structures per km at \$450 each

90mm depth

60mm depth

Gravel Road Reconstruction - To HCB Surface (ASSUMING ROAD SECTION MEETS UPGRADING CRITERIA)								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Earth Excavation	100%	8.5	450		m3	3825	\$15.00	\$7.17
Granular A - 150mm	100%	8.5			m2		\$7.00	\$7.44
Granular B - 300mm	100%	8.5			m2		\$9.00	\$9.56
60mm HL4		6.5			m		\$80.00	\$12.31
Shouldering	120%	6.5			m		\$5.00	\$0.92
							Total =	\$37.40
Gravel Road Reconstruction - To Gravel Surface								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Earth Excavation	100%	8.5	300		m3	2550	\$15.00	\$4.78
Granular A - 150mm	100%	8.5			m2		\$7.00	\$7.44
Granular B - 300mm	100%	8.5			m2		\$9.00	\$9.56
							Total =	\$21.78
Existing Hardtop Road Reconstruction - To Gravel Surface								
Item	Amount	Width (m)	Depth (mm)	Conversion Factor	Unit	Quantity	Unit Cost	Cost/m2
Pulverizing		8.5			m2		\$2.00	\$2.00
PAD with 100mm Granular A		8.5			m		\$32.00	\$3.76
							Total =	\$5.76

60mm depth



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Appendix E

Map of Surface Upgrade or Downgrade Recommendations



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Appendix F

Table and Map of Ten-Year Road Improvement Plan

2019 Township of Melancthon Road Management Plan
Ten-Year Improvement Plan (2020 to 2029)

Line No.	Asset ID	Road Name	From	To	Road Length (m)	Road Width (m)	Road Material	Road Environment	Existing AADT Volume (vpd)	Existing AADT Range (vpd)	Count Year	Year 10 (2029) AADT Estimate (vpd)	Road Surface Remaining Useful Life	Pavement Condition Index (PCI)	Priority Guide Number (PGN)	Existing (2019) SCR	Existing (2019) BCR	Improvement Type	Improvement Benchmark Cost (\$/m2) *	Total Improvement Cost	Proposed Improvement Year	Notes	Annual Cost Subtotal
1	147	2nd Line SW	Hwy. 89	300	1,799	6.8	Asphalt	Rural	820	400-999	2019	1,000	2	61.3	51.4	3	3	Rehabilitation (Apply Base Asphalt Only)	\$20.08	\$246,611	2020		\$561,192
2	82	2nd Line SW	250	North Limit	2,350	6.5	Asphalt	Rural	1,127	1000-1999	2019	1,374	2	57.5	91.9	6	2	Rehabilitation (Apply Base Asphalt Only)	\$20.08	\$306,756	2020		
3	194	15th Sideroad	County Rd. 124	Main St.	227	6.5	Asphalt	Rural	125	50-199	Estimate	138	24	98.5	2.2	9	10	Routine Maintenance	\$0.75	\$1,107	2020		
4	1345	20th Sideroad	3rd Line	County Rd. 124	1,378	6.5	Asphalt	Rural	164	50-199	2019	181	24	99.0	2.9	9	10	Routine Maintenance	\$0.75	\$6,718	2020		
5	94	5th Line OS	County Rd. 17	Sideroad 280	2,293	6.5	Asphalt	Rural	284	200-399	2019	346	1	41.0	15.6	2	1	Rehabilitation	\$24.62	\$366,880	2021	Includes geogrid and additional gravel (swamp area).	\$534,939
6	101	5th Line OS	Sideroad 280	4th Line NE	205	6.5	Asphalt	Rural	284	200-399	Estimate	346	1	41.0	15.6	2	1	Rehabilitation	\$20.00	\$26,650	2021		
7	1492	5th Line OS	4th Line NE	15th Sideroad	570	6.5	Asphalt	Rural	250	200-399	Estimate	305	1	41.0	13.8	2	1	Rehabilitation	\$20.00	\$74,100	2021		
8	95A	4th Line OS	County Road 17	Strada Pit North Entrance	1,651	6.5	Asphalt	Rural	125	50-199	Estimate	152	3	80.5	7.8	8	5	Rehabilitation	\$20.00	\$214,630	2021	Since the Strada Pit owner is responsible for paying for improvements to this section, the cost has been excluded from the "Annual Cost Subtotal".	
9	95B	4th Line OS	Strada Pit North Entrance	15th Sideroad	1,400	6.5	Asphalt	Rural	79	50-199	2019	96	3	54.3	4.6	1	1	Revert to Gravel	\$5.76	\$52,416	2021		
10	1490	3rd Line OS	20th Sideroad	County Rd. 21	3,055	6.5	Asphalt	Rural	107	50-199	2019	130	23	97.0	1.9	8	10	Routine Maintenance	\$0.75	\$14,893	2021		
11	147	2nd Line SW	Hwy. 89	300	1,799	6.8	Asphalt	Rural	820	400-999	2019	1,000	2	61.3	51.4	3	3	Resurface (Top Asphalt Only)	\$9.15	\$110,975	2022		
12	82	2nd Line SW	250	North Limit	2,350	6.5	Asphalt	Rural	256	200-399	2019	312	2	57.5	20.9	6	2	Resurface (Top Asphalt Only)	\$9.15	\$139,744	2022		
13	159	5th Line OS	15th Sideroad	Sideroad 270	1,930	6.5	Asphalt	Rural	237	200-399	2018	289	1	41.0	13	2	1	Rehabilitation	\$20.00	\$250,900	2022		\$644,304
14	1493	5th Line OS	Sideroad 270	6th Line NE	654	6.5	Asphalt	Rural	230	200-399	Estimate	280	1	41.0	12.6	2	1	Rehabilitation	\$30.77	\$130,800	2022	Includes geogrid and additional gravel (swamp area).	
15	1494A	4th Line OS	5th Sideroad	Lot 9/10	2,438	6.5	Asphalt	Rural	300	200-399	Estimate	366	24	98.3	5.7	9	10	Routine Maintenance	\$0.75	\$11,885	2022		
16	143	7th Line SW	Hwy. 89	County Rd. 17	853	6.5	Asphalt	Rural	218	200-399	2019	241	5	63.5	16.1	5	3	Revert to Gravel	\$5.76	\$31,936	2023		
17	142	7th Line SW	County Rd. 17	Sideroad 280	2,040	6.5	Asphalt	Rural	200	200-399	Estimate	221	5	63.5	14.8	5	3	Revert to Gravel	\$5.76	\$76,378	2023		
18	111	7th Line SW	Sideroad 280	Sideroad 270	2,033	6.5	Asphalt	Rural	200	200-399	Estimate	221	5	63.5	14.8	3	3	Revert to Gravel	\$5.76	\$76,116	2023		
19	1489A	7th Line SW	Sideroad 270	200 m S Sideroad 260	1,848	6.5	Asphalt	Rural	177	50-199	2019	196	5	63.5	17.3	5	3	Revert to Gravel	\$5.76	\$76,677	2023		
20	161	5th Line OS	20th Sideroad	County Rd. 21	1,577	6.5	Asphalt	Rural	226	200-399	2019	275	3	41.0	12.4	2	1	Rehabilitation	\$24.62	\$252,320	2023	Includes geogrid and additional gravel (swamp area).	\$611,519
21	160	5th Line OS	6th Line NE	20th Sideroad	466	6.5	Asphalt	Rural	230	200-399	Estimate	280	1	41.0	12.6	2	1	Rehabilitation	\$30.77	\$93,200	2023	Includes geogrid and additional gravel (swamp area).	
22	1495	4th Line OS	Hwy. 10	5th Sideroad	713	6.5	Asphalt	Rural	300	200-399	Estimate	366	24	98.3	5.7	9	10	Routine Maintenance	\$0.75	\$3,476	2023		
23	185	High St.	William St.	Main St.	170	5.3	Asphalt	Semi-Urban	70	50-199	Estimate	77	24	98.8	1.5	9	10	Routine Maintenance	\$0.75	\$676	2023		
24	201	Charles St. W	Main St.	End of Road	141	7	Asphalt	Semi-Urban	30	0-49	Estimate	33	21	96.5	0.5	10	9	Routine Maintenance	\$0.75	\$740	2023		
25	1494B	4th Line OS	Lot 9/10	County Rd. 17	750	6.5	Asphalt	Rural	300	200-399	Estimate	366	3	69.5	30.6	3	2	Rehabilitation	\$20.00	\$97,500	2024		
26	176	15th Sideroad	3rd Line	County Rd. 124	1,142	6.5	Asphalt	Rural	125	50-199	Estimate	128	3	80.3	10.2	5	5	Rehabilitation	\$15.38	\$114,200	2024		
27	1491	15th Sideroad	Main St.	East	691	6.5	Cold Recycled	Rural	125	50-199	Estimate	138	3	56.8	8.1	10	2	Rehabilitation	\$20.00	\$89,830	2024		
28	205	Hunter Pkwy.	County Rd. 124	Apartment Building	291	6.5	Cold Recycled	Semi-Urban	100	50-199	Estimate	110	7	76.0	4.1	10	5	Rehabilitation	\$15.38	\$29,100	2024		
29	184	Old Field Ct.	Main St.	End of Road	643	6.5	Asphalt	Semi-Urban	150	50-199	Estimate	166	17	75.6	8.6	5	8	Routine Maintenance	\$0.75	\$3,135	2024		\$480,869
30	182	Fieldway Ct.	Main St.	End of Road	800	6.5	Asphalt	Semi-Urban	120	50-199	Estimate	133	19	92.8	1.5	8	10	Routine Maintenance	\$0.75	\$3,900	2024		
31	196	Mill St.	Main St.	William St.	95	6.5	Asphalt	Semi-Urban	300	200-399	Estimate	331	24	98.3	5.4	9	10	Routine Maintenance	\$0.75	\$463	2024		
32	189	River Rd.	William St.	Townline	1,401	7.5	Asphalt	Semi-Urban	284	200-399	2019	314	24	98.3	4.4	9	10	Routine Maintenance	\$0.75	\$7,881	2024		
33	200	Church St.	Main St.	North Limit	242	4	Cold Recycled	Semi-Urban	60	50-199	Estimate	66	1	54.3	6.3	10	2	Rehabilitation	\$32.50	\$31,460	2024		
34	188	George St.	Addeson St.	Main St.	114	5.5	Cold Recycled	Semi-Urban	50	50-199	Estimate	55	4	76.3	2.4	10	5	Rehabilitation	\$18.18	\$11,400	2024		
35	186	Addeson St.	George St.	Lloyd St.	155	4.5	Cold Recycled	Semi-Urban	50	50-199	Estimate	55	4	76.3	2.9	10	5	Rehabilitation	\$22.22	\$15,500	2024		
36	187	Lloyd St.	Addeson St.	Main St.	110	4.5	Cold Recycled	Semi-Urban	50	50-199	Estimate	55	4	76.3	2.9	10	5	Rehabilitation	\$22.22	\$11,000	2024		
37	195	Mill Ln.	Main St.	End of Road	655	5	Cold Recycled	Semi-Urban	150	50-199	Estimate	166	4	66.3	9.5	10	4	Rehabilitation	\$20.00	\$65,500	2024		
38	207	5th Sideroad	3rd Line	County Rd. 124	1,371	6.5	Asphalt	Rural	653	400-999	2019	796	8	86.8	17.1	8	8	Rehabilitation (Apply Base Asphalt Only)	\$13.91	\$123,986	2025		
39	93	3rd Line OS	5th Sideroad	2 km N of 5th Sideroad	2,011	6.5	Asphalt	Rural	493	400-999	2019	601	12	89.3	9.7	8	9	Resurface	\$14.44	\$188,752	2025		
40	544	3rd Line OS	County Rd. 17	2 km N of 5th Sideroad	1,048	6.5	Asphalt	Rural	493	400-999	2019	601	8	89.3	9.7	8	9	Rehabilitation	\$31.54	\$214,840	2025	Includes vertical deficiency correction of \$30,000.	
41	1347	Main St.	County Rd. 124	Oldfield Ct.	692	6.5	Asphalt	Rural	890	400-999	2019	983	24	98.8	16.2	9	10	Routine Maintenance	\$0.75	\$3,374	2025		\$541,413
42	1346	Main St.	Oldfield Ct.	Fieldway Ct.	277	6.5	Asphalt	Semi-Urban	900	400-999	Estimate	994	24	98.8									



**THE CORPORATION OF THE TOWNSHIP OF
MELANCTHON BY-LAW NUMBER -2019
SALVAGE YARD BY-LAW**

WHEREAS the provisions of the Municipal Act, 2001, S.O. 2001, as amended, ("Municipal Act") including but not limited to the following provisions, authorize municipalities as follows:

- a) Sections 8, 11 and 11.1 authorize a municipality to pass by-laws to regulate, prohibit, require a person to do certain things and to licence matters;
- b) Section 131 authorizes a municipality to prohibit and regulate the use of any land for the storage of used vehicles for the purpose of wrecking, dismantling or salvaging parts of them for sale or other disposition; and
- c) Section 150 to 153 authorize a municipality to provide for the licencing of any business within the municipality.
- d) Part XIV of the Act provides a local municipality with the authority to enforce said by-law.
- e) Section 425(1) of the Municipal Act, 2001, as amended, provides that a municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under the Municipal Act, 2001, as amended, is guilty of an offence.
- f) Section 429(1) of the Municipal Act, as amended, provides that a municipality may establish a system of fines for offences under a by-law passed under the Municipal Act, 2001, as amended.

AND WHEREAS the Corporation of the Township of Melancthon has and intends to licence, regulate and control any visual, noise, environmental, fire safety, health hazard and property standards nuisance caused by Salvage Yards including automobile wrecking yards or premises.

NOW THEREFORE the Council for the Corporation of the Township of Melancthon enacts as follows:

1. SHORT TITLE

- 1.1 This By-law may be cited as the "Salvage Yard By-law".

2. INTERPRETATION

2.1 In this By-law:

- a) The necessary grammatical changes required to make the provisions hereof apply to corporations, partnerships, trusts and individuals, male and female, and to include the singular or plural meaning where the context so requires shall in all cases be assumed as though fully expressed.
- b) The insertion of headings and the division of this By-law into sections and subsections are for the convenience of reference only and shall not affect the interpretation thereof.
- c) Any references in this By-law to any statutes, regulations or by-laws, as amended, restated or replaced from time to time.

3. DEFINITIONS

3.1 In this By-law:

- a. "Applicant" means a Person applying for a Salvage Yard Licence or renewal of a Salvage Yard Licence under this By-law and application has a corresponding meaning;
- b. "By-law Enforcement Officer" means a By-law Enforcement Officer appointed by the Township;

- c. "Clerk" means the Chief Administrative Officer or designate of the Corporation of the Township of Melancthon;
- d. "Council" means the Council for The Corporation of the Township of Melancthon;
- e. "Licensee" means the holder of a current and valid Salvage Yard Licence issued by the Township in accordance with the terms of this By-law;
- f. "Municipal Act" means to Municipal Act, S.O. 2001, c25, as amended, and the Regulations, or any successor legislation;
- g. "Person" means an individual, corporation, association or partnership;
- h. "Police Officer" means a law enforcement officer employed by the Ontario Provincial Police;
- i. "Salvage Yard" or "Salvage Operation" means a property used in whole or in part for the storing of obsolete, discarded, or salvaged materials including motor vehicles and machinery for the purpose of wrecking or dismantling them, or salvaging parts thereof for sale or other disposal, and for the collection, purchase, keeping or selling of second hand goods and merchandise such as, but not limited to, waste paper, rags, bottles, tires, metal, scrap material, appliances, scrap metal processing and recycling and matters ancillary thereto, (all such materials referred to herein this By-law as "Salvage");
- j. "Salvage Yard Licence" means a licence issued by the Clerk of the Township for a Salvage Yard or Salvage Operation issued pursuant to the requirements of this By-law;
- k. "Township" means The Corporation of the Township of Melancthon;
- l. "Vehicle" has the same meaning as "vehicle" as defined in the *Highway Traffic Act*, R.S.O. 1990, c.H.8, as amended, and the Regulations, or any successor legislation.

4. PROHIBITION

- 4.1 No Person shall own or operate a Salvage Yard unless that Person holds a current Salvage Yard Licence.
- 4.2 No owner of property shall authorize or permit a Person to operate a Salvage Yard unless such Person holds a current Salvage Yard Licence.

5. CLERK

- 5.1 The Clerk or a designate of the Township shall:
 - a) Receive and process all applications for Salvage Yard Licences and for renewal of Salvage Yard Licences;
 - b) Issue Salvage Yard Licences to and renew Salvage Yard Licences for Persons who meet the requirements of this By-law;
 - c) Make or direct all necessary inspections to ensure that this By-law and applicable comprehensive zoning by-laws are being complied with;
 - d) Where the business of Salvage Operation is being carried on in the Township of Melancthon by any Person without a Salvage Yard Licence, take all such steps as may be required to enforce this By-law; and
 - e) Carry out the instructions of Council relating to this By-law.

6. LICENCING PRE-REQUISITES

6.1 No Salvage Yard Licence may be granted or renewed for a Salvage Yard unless there is proof of compliance with all of the following:

- a) It is in a location where the use of land as a Salvage Yard is not prohibited by any provisions of the comprehensive zoning by-law or any other by-law of the Township, as amended;
- b) A Salvage Yard shall not be operated or established within 150 meters of a residence other than a residence located on the same parcel of land as the Salvage Yard Existing Licenced Salvage Yards that are in operation on the date of passing of this By-law that are located within 150 meters of a residence shall be deemed to be in compliance of section of Section 6.1 (b) of this By-law;
- c) The Salvage Yard shall not be located on land that is subject to flooding or land that directly drains to a watercourse, subject to first obtaining any and all required approvals of appropriate Conservation Authorities and or the Ministry of Environment;
- d) Certificates have been issued by the appropriate licencing authorities of the Province of Ontario, including any required pursuant to the *Highway Traffic Act*, R.S.O. 1990, The *Environmental Protection Act*, R.S.O. 1990, and the *Conservation Authorities Act*, R.S.O. 1990, authenticating that the property and Salvaging Yard operations are permitted, licenced and in good standing; and
- e) A fire inspection report has been submitted for the Salvage Yard, dated within two (2) months of the date of the application, as prepared by the fire department having jurisdiction for the subject Salvage Yard in the Township confirming compliance with the *Fire Protection and Prevention Act*, S.O. 1997, as amended and its Regulations, or any successor legislation.

7. LICENCING

7.1 An Applicant shall submit in person to the Clerk of the Township such completed application or renewal form as prescribed by the Township, payment of the required application or renewal fee and shall provide such further information and documentation, which shall include but not necessarily be limited to,

- a) All documentation required pursuant to section 6.1 of this By-law;
- b) Applicant's full name, address, phone number and date of birth (if an individual). The business name under which they carry on or intend to carry on business;
- c) The address of the Salvage Yard;
- d) The type of Salvage that will be located at the Salvage Yard;
- e) Information on whether the Person, or any officer or director of the Person, has been convicted of an offence relating to a Salvage Operation, the protection of the environment, fire safety or public health or property standards;
- f) Information on whether the Salvage Yard, or any part thereof, has been subject to any order in regard to the protection of the environment, fire safety or health hazard, or whether the Salvage Yard, or any part thereof, has been subject to an order within a previous twelve (12) month period;
- g) Information on whether the Person or any officer or director of the person, who had a licence for a Salvage Yard suspended or revoked in any Municipality in Ontario;
- h) A current Hazardous Waste Information Network Generator number, as required pursuant to applicable law;
- i) A valid insurance certificate pursuant to 7.5 herein; and
- j) Evidence of the ownership of or right to carry on the operation of the Salvage Yard on the premises where the Salvage Yard is to be located.
- k) A site plan for the Salvage Yard as provided in 7.6 herein;
- l) A satisfactory plan that addresses:
 - a. On-site storm management with no off-site liquid drainage;
 - b. A spills action plan; and
 - c. An emergency disaster plan.

- 7.2** In the case of a Salvage Yard that is owned by a partnership, the personal appearance required by 7.1 shall be made by one of the partners, provided the application shall be signed by all of the partners. In the case of a Salvage Yard owned by a corporation, the personal appearance shall be made by an officer of the corporation who is authorized to bind the corporation and not by an agent thereof.
- 7.3** Without limiting the generality of any other provision in this By-law, persons associated in a partnership applying for a Salvage Yard Licence shall file with their application a statutory declaration, in writing, signed by all members of the partnership, dated within 30 days of the application, which declaration shall state:
- a) The full name of every partner and the address of his ordinary residence;
 - b) The name or names under which it carries on or intends to carry on business;
 - c) That the Persons therein named are the only members of the partnership;
 - d) The mailing address of the partnership; and
 - e) The date the statutory declaration was entered into by each member.
- 7.4** Without limiting the generality of any other provision in this By-law, every Corporation applying for a Salvage Yard Licence or every Corporation that is a partner in a partnership applying for a Salvage Yard Licence shall file with the Clerk, at the time of making its application, a copy of its articles of incorporation or other incorporating documents, a certificate of status dated within 30 days of the date of the application indicating the corporation to be active and in good standing and shall file a statutory declaration, in writing signed by an Officer of the Corporation, dated within 30 days of the application, which declaration shall state:
- a) The full name of every officer and director and the address of his ordinary residence;
 - b) The name or names under which it carries on or intends to carry on business;
 - c) That the Persons therein named are the only officers and directors of the Corporation;
 - d) The mailing address for the Corporation.
- 7.5** For the purposes of consumer protection in the event of personal injury and/or property damage, and for claims of actions or proceedings resulting from breach of the terms of any Salvage Yard Licence issued pursuant to this By-law, every Person who holds a Salvage Yard Licence shall;
- a) Provide and maintain Commercial General Liability Insurance, by a licenced insurer within the Province of Ontario, subject to limits not less than \$2,000,000.00 inclusive per occurrence for bodily injury, death, and damage to property including loss of use thereof arising from such activity;
 - b) Ensure that the insurance be in the name of the property owner and shall name the Township as an additional insured thereunder;
 - c) Deliver a Certificate of Insurance listing the requirements as set out in (a) and (b) above which insurance shall remain in effect for the term of the Salvage Yard Licence and shall not be cancellable except on thirty days prior notice to the Township; and
 - d) Indemnify and save harmless the Township for all losses, costs, damages, charges and expenses whatsoever that may be incurred, sustained or paid by the Township resulting from the negligent acts, omissions, and/or breach of contract in the performance of the Owner's obligations under this By-law.
- 7.6** (1) Every Person who applies for a Salvage Yard Licence shall provide the Clerk with a site plan for the Salvage Yard that shows:
- a) The legal boundaries for the Salvage Yard;
 - b) The location of all existing and proposed buildings, roads, driveways, parking areas, storage areas and operating areas; and
 - c) The location of any fence or other barrier as required under section 11 of this By-law.

(2) The legal boundaries of the Salvage Yard shall only include those lands that are owned or are leased by the Person applying for a Salvage Yard Licence.

(3) Every Person who applies for a Salvage Yard Licence shall allow the Clerk or a By-law Enforcement Officer to enter onto the Salvage Yard to verify the site plan as provided under subsection (1) of this section.

7.7 RENEWAL OF SALVAGE YARD LICENCE

Every Person who applies for a renewal of a Salvage Yard Licence under this By-law shall deliver to the Clerk of the Township an application to renew, together with the information and documentation and the required renewal fee a minimum of seven (7) business days before the Salvage Yard Licence expires as provided for in paragraphs, 7.1 to 7.6 herein together with 6.1.

8. ISSUANCE, RENEWAL OR REVOCATION OF SALVAGE YARD LICENCE

8.1 Subject to 8.2 herein:

- a) Salvage Yard Licences shall be issued for a maximum period of one year and shall come into effect on the date that they are issued and expire on December 31 of that same year;
- b) The Salvage Yard Licence is not transferable;
- c) The Salvage Yard Licence terminates upon the death of the Licensee or the dissolution of the Corporation or partnership;
- d) Any fee submitted is non-refundable; and
- e) The Salvage Yard Licence shall specify the location for which the Salvage Yard Licence is applicable.

8.2 A Salvage Yard Licence application or renewal application may be refused, or a Salvage Yard Licence revoked by the Clerk if:

- a) The information on the application or renewal is incorrect or cannot be verified;
- b) The application or renewal is incomplete; and/or
- c) The Applicant is in non-compliance with the terms of the Salvage Yard Licence and the requirements of this By-law.

8.3 The Clerk reserves the right to revoke any Salvage Yard Licence where:

- a) there has been a misrepresentation or false statement or declaration;
- b) the Applicant is deemed to be in non-compliance with the terms of the Salvage Yard Licence which includes compliance with the operational requirements of this By-law; and/or
- c) the Salvage Yard Licence or permits granted to the Applicant by any provincial authority are revoked, cancelled or otherwise not maintained in good standing.

8.4 The Clerk shall give the Applicant notice of the refusal or revocation of Salvage Yard Licence/renewal by registered mail addressed to the municipal address of the Applicant declared on its application/renewal form. Notice shall be deemed effective as received five (5) business days after mailing of the Notice.

8.5 The Applicant may within fifteen (15) business days of receiving the Notice prescribed in paragraph 8.4 appeal the Clerk's decision to the Council of the Township in writing. The Notice of Appeal shall set forth in writing the specific grounds of appeal and be accompanied by a non-refundable appeal fee of \$500.00. The Appeal shall be delivered in person by the Applicant to the Clerk.

8.6 Council of the Township shall consider the appeal of the Applicant at the next regular Council meeting next following the date of the filing of the Appeal Council may:

- a) Affirm the decision of the Clerk; or
- b) Direct the Salvage Yard Licence or renewal be granted, or the revocation set aside on such terms and conditions as Council shall deem appropriate.

- 8.7** The Clerk shall provide the Applicant in writing with the decision of Council ("Notice of Decision") forthwith and by registered mail addressed to the mailing address of the Applicant set out in the Notice of Appeal. Notice shall be deemed to be effective five (5) business days after mailing of the Notice of Decision.
- 8.8** The Notice of Decision issued Council as provided for in paragraph 8.7 is final and non-appealable.
- 8.9** Where a Salvage Yard Licence under this By-law has been revoked the holder of the Salvage Yard Licence shall return the Salvage Yard Licence to the Clerk within twenty-four (24) hours of service of the Notice of Decision.

9. CHANGE OF STATUS

- 9.1** Where there is any change in any of the particulars relating to a Licensee under this By-law, which particulars were required to be filed with the Township on applying for a Salvage Yard Licence, such Person shall report the change, in writing, to the Clerk within six (6) calendar days of the change.
- 9.2** Where there is to be a change in the composition or the controlling interest of a partnership licenced under this By-law, the Licensees hereunder in partnership shall obtain the written approval of the Clerk prior to the change, having provided the Clerk with any information required including information pursuant to 7.1 (f), (h), 7.2 and 7.3.
- 9.3** Where there is to be a change in the composition of the director and or officer or the controlling interest of the shareholders of a corporation licenced under this By-law, the corporation shall obtain the written approval of the Clerk prior to the change, having provided the Clerk with any information required including information pursuant to 7.1 (f), (h) and 7.4.

10. GENERAL

- 10.1** Each Person who holds a Salvage Yard Licence shall notify the Clerk within six (6) calendar days of any criminal convictions registered against the Person that relate in any way to an act of dishonesty, fraud or theft.
- 10.2** Each Person who holds a Salvage Yard Licence shall notify the Clerk within six (6) calendar days of any order or conviction pursuant to any environmental, fire safety, health hazard or regulation that relates to its Salvage Yard.
- 10.3** No Person who applies for a Salvage Yard Licence shall knowingly misstate or provide false information to the Clerk.

11. OPERATIONAL REGULATIONS

- 11.1** Every Person holding a Salvage Yard Licence shall erect and maintain a fence or berm, approved by the Township in advance of construction, that encloses the Salvage operation:
- a) To a minimum height of 3.05 meters above grade and not to exceed 5.49 meters above grade;
 - b) If a fence, to be constructed of a solid uniform material being of a neutral uniform colour;
 - c) To provide a full visual barrier to the Salvage operations; and
 - d) Be kept in good repair and appearance at all times.
- 11.2** If an opening is required in any fence as required under section 11.1 of this By-law for ingress or egress, then the opening shall be covered by a gate that:
- a) Is the same height as the fence;
 - b) Is kept in good state of repair at all times;
 - c) Does not open over a travelled portion of a public road allowance or sidewalk;
 - d) Is kept clear of obstructions so that it may be opened fully at all times;
 - e) Opens to a width of at least 3.5 meters; and
 - f) Is constructed of a solid uniform material being of a neutral uniform colour.

11.3 Every Person who holds a Salvage Yard Licence shall ensure that:

- a) The outdoor area of the Salvage Yard is kept in a clean, neat, orderly and sanitary condition;
- b) All storage containers, and other materials belonging to the Person, or used for the Salvage Yard operation on-site, are kept within the enclosed area as required under section 11.1 of this By-law or an enclosed building;
- c) No Salvage is loaded, unloaded, sorted, processed, dismantled, crushed, recycled, demolished, displayed, stored or placed outside of enclosed area as required under section 11.1 of this By-law or an enclosed building;
- d) No Salvage inside the fence required under section 11.1 of this By-law is above the height of the fence and in any event is not greater than 4.57 m in height above grade;
- e) No Salvage within the Salvage Yard is placed against the fence required under section 11.1 of this By-law;
- f) No gasoline, vehicle fluids or other chemicals from the Salvage Yard enter onto any adjoining lands or into any aquifer, lake, pond, river, stream, drainage pond, drainage ditch, storm sewer, or other body of water;
- g) No Salvaging, shipping container or other material is placed on the roof of any building within The Salvaging Yard;
- h) All vehicle batteries within the Salvage Yard are stored in the environmentally safe manner within an enclosed building; and
- i) All outdoor lighting is arranged so as to divert light from any adjoining lands, inclusive of any public road allowances.

11.4 OPERATING HOURS

- a) No Licensee shall allow any work in connection with the Salvage operation outside the following hours:

Monday through Friday, 8:00 a.m. to 6:00 p.m. and

Saturday, 9:00 a.m. to 3:00 p.m.;
- b) No Licensee shall allow any work in connection with the Salvage operation on a statutory holiday;
- c) No Licensee shall allow access to the premises at any time unless there is an attendant on duty;
- d) Idling of trucks must be kept to a minimum;
- e) Paragraph (a) and (b) do not apply when a vehicle is dropped off at the Salvaging Yard pursuant to the direction of a Police Officer or other law enforcement official.

12. TRANSACTION RECORDS

12.1 Every Person who holds a Salvage Yard Licence shall maintain a Register shall either be in the form of a paper booklet or an electronic format.

12.2 Every Person who holds a Salvage Yard Licence who acquired a vehicle, vehicle parts or salvage for the purpose of dismantling or selling such at the Salvage Yard, either personally or through an employee or agent, from another person, shall immediately record in their Register, in English, and where applicable in the legible script, using permanent ink, the following:

- a) The full name and address of the Person from which they received the vehicle, vehicle parts or salvage;
- b) The date of acquisition;
- c) The name of the Licensee, or the Licensee's employee or agent who obtained the vehicle, vehicle parts or salvage;
- d) The consideration given for the vehicle, vehicle parts or salvage; and

- e) A completed description of the vehicle, vehicle parts or salvage, including the VIN, if applicable. Each vehicle, vehicle part or salvage shall be personally examined by the recipient or his designate to verify the VIN matches any ownership receipt given

12.3 Every Person who holds a Salvage Yard Licence shall make their Register available for inspection upon request of a Police Officer, the Clerk or By-law Enforcement Officer and if required shall copy the Register or any part thereof and provide such to the Police Officer, Clerk or By-law Enforcement Officer.

12.4 Every Person who holds a Salvage Yard Licence who maintains their Register through a computer software program shall upon the request of a Police Officer, the Clerk or By-law Enforcement Officer:

- a) Allow a Police Officer, Clerk or By-law Enforcement Officer to review the on-screen information for the Register; and
- b) Print or otherwise copy the Register or any part thereof and provide such to the Police Officer, the Clerk or By-law Enforcement Officer.

12.5 Every Person who holds a Salvage Yard Licence shall ensure that the Register is in a neat condition and that no pages or computer information is removed, destroyed, obliterated or altered.

12.6 No Person who holds a Salvage Yard Licence shall remove or allow any other Person, with the exception of a Police Officer, the Clerk or other Law Enforcement official, to remove their Register from the Salvage Yard.

12.7 No Person who holds a Salvage Yard Licence shall purchase or acquire any vehicle or vehicle parts unless the Person observes proof that the person selling the vehicle or vehicle part is the lawful owner.

12.8 No Person who holds a Salvage Yard Licence shall purchase or acquire any vehicle that has a Vehicle Identification Number obliterated or mutilated without first having given written notice to a Police Officer at least 24 hours prior to the intended purchase or acquisition.

13. RETENTION PERIOD

13.1 No Person shall alter, dismantle, repair, dispose of or in any way part with any vehicle seven (7) model years old or less, purchased or take in exchange, until after the expiration of seven days from the date of obtaining the said vehicle, and during the said period the vehicle so obtained shall be subject to an inspection at any time by a Police Officer.

13.2 Notwithstanding section 13.1, a Person may dispose of any vehicle seven model years old or less, purchased or taken in exchange before the expiry of the seven (7) days from the date of obtaining the said vehicle, provided that a Police Officer has authorized in writing the release of the vehicle.

13.3 Section 13.1 and 13.2 of this By-law shall not apply where the Person acquires a vehicle from another Person who operates a Salvage Yard or Impound where a retention period has already transpired.

14. PROHIBITIONS

14.1 No Person shall carry on the business of a Salvage Yard without displaying the Salvage Yard Licence in ready public view in the Salvage Yard.

15. RIGHT TO INSPECT

- 15.1**
 - a) Any licensed premises, at any reasonable time, may be entered and inspected by the Clerk, a By-law Enforcement Officer or Police Officer for the purpose of enforcing this By-law.
 - b) No Person shall obstruct or hinder the inspection of Salvage operations and any records by the Clerk, a By-law Enforcement Officer or Police Officer.

16. EXCEPTIONS

- 16.1** The provision of this By-law shall not apply to the following:
- a) The premises of a licensed garage or a licensed new or used automobile dealer on which used automobile parts are kept on hand as part of its inventory for the purposes of carrying out repairs on the premises.

17. TRANSITIONAL

- 17.1** Notwithstanding any other provision of this By-law, existing Salvage Operations and in good standing licenced pursuant to By-law 36-2011 of the Township are exempted from the provisions of this By-law, as follows:
- a) Existing fencing in compliance with By-law 36-2011, as of the date of passage of this By-law, kept in good repair, shall be deemed to be in compliance of this By-law, until the earlier of five (5) years from the passage of this By-law or the substantial repair or replacement of the fencing.

18. SEVERABILITY

- 18.1** Should any section, clause or provision of this By-law be declared to be invalid by any court of competent jurisdiction, the same shall not affect the validity of this By-law as a whole or any part thereof, other than the part that was declared to be invalid.

19. PENALTY

- 19.1** Every individual who contravenes a provision of this By-law, and every director or officer of a corporation who concurs in the contravention by the corporation, is guilty of an offence and on conviction is liable to a fine not exceeding \$25,000 exclusive of costs, for each offence, pursuant to the *Municipal Act*.
- 19.2** Every corporation who contravenes a provision of this By-law is guilty of an offence and on conviction is liable to a fine not exceeding \$50,000 exclusive of costs, for each offence, pursuant to the *Municipal Act*.

20. ADMINISTRATIVE PENALTY PURSUANT TO THE MUNICIPAL ACT

- 20.1** For purpose of promoting compliance with this By-law there shall be an administrative penalty of \$2,000.00 payable by a Person being in non-compliance with this By-law.
- 20.2** The administrative penalty provided for in 20.1 constitutes a debt owed to the Corporation. If the penalty is not paid within fifteen (15) days after the day it became due and penalty, the Treasurer of the Corporation may add the administrative penalty to the tax roll for any property in the Municipality for which any of the registered owners who are responsible for paying the administrative penalty, and collect it in the same manner as Municipal taxes.

21. REPEAL

- 21.1** By-law 36-2011 is hereby repealed. Notwithstanding this section, licences issued under By-law 36-2011 shall be deemed to be licences under this By-law until they expire or are revoked or renewed, in accordance with this By-law.

By-law read a first and second time this	day of	, 2019
By-law read a third time and passed this	day of	, 2019
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MAYOR	CLERK	

31-10-2019

October 30, 2019

BY EMAIL dholmes@melancthontownship.ca
and
BY COURIERDenise Holmes, Clerk and Councilors
Corporation of the Township of Melancthon
157101 Highway 10
Melancthon, ON L9V2E6

Dear Ms. Holmes and Councilors:

Re: Township Salvage By-law # 36-2011 & Proposed Amendments

I write on behalf of our client, SLM Recycling - operating as Shelburne Iron & Metal, with respect to draft changes to the Corporation of the Township of Melancthon (the "Township") by-law to govern salvage yards.

We thank you and council for the opportunity to respond to the proposed changes to the current Salvage By-law # 36-2011. We have reviewed the draft 2019 by-law and our client has a number of concerns about the significant changes made from the current in-place By-law.

Below we have provided notes and suggestions to the areas of the by-law where our client would like to see changed, improved or modified and the reasoning for the requested changes. Notes will appear in the same order within the new proposed by-law for ease of reading and comparison to the new document.

Insurance Requirements

7.5(b) & (d) Our client's insurance underwriter has informed us that they cannot agree to the wording as it is currently proposed. Specifically, they have responded saying *"I'm sorry, we will not agree to this as the wording/language is too broad (ie: terms "whatsoever", "all losses", "any") and negligent acts would not be covered."* This wording imposes an unnecessarily broad requirement and an additional cost to the business. Please see the enclosed letter from our client's insurance broker.

We propose maintaining the existing wording from the current by-law.

Unanticipated and Unnecessary Restrictions on Corporate Reorganizations

The Township's authority under section 131 of the *Municipal Act, 2001* is to regulate *the use of land* for the storage of used motor vehicles for the purposes of wrecking or dismantling them or salvaging parts from them for sale or other disposition. This specific authority should not be extended to create onerous impacts on typical and regular corporate activities. The by-law as drafted, goes beyond the regulation of the use of land and moves inappropriately into the

regulation of corporate activities that are common and regular. The provisions do not aid in the regulatory goals and impose onerous reporting obligations on both operators and the Township.

8.1(b) Provides that licenses are not transferable. This would unnecessarily restrict common and regular corporate reorganization activities. It would be reasonable to require that successors who are receiving the benefit of a transferred license would continue to be bound by all of the terms of the license. On this basis, the Township would be protected from a regulatory perspective without unnecessarily restricting typical corporate activities.

This provision would impose a requirement on the Township to act very quickly in responding to confidential due diligence matters in a proposed sale or reorganization of a corporate entity. This would involve significant coordination and would require undertakings from the municipality in receiving confidential information that it may not be able to honour due to freedom of information requirements. The provision, while well meaning, imposes significant obligations on the Township with little corresponding benefit from a regulatory perspective. Our client recommends that the Township continues to bind subsequent license holders by the same terms. The Township continues to be able to revoke a license for non-compliance and would continue to have a record of all licenses in the Township.

An Appeals Process in Compliance with Principles of Natural Justice and Procedural Fairness

8.8 As the Township can appreciate, the revocation of a license to operate is a serious and potentially business ruining decision. Such a decision cannot be taken lightly and without a fair process. Our client requests that the by-law contains a right of appeal to an independent tribunal or court from the Township's decision. Such a right of appeal is reasonable and would enhance the fairness of the process and private businesses and citizens the appropriate right of review. The LPAT, the successor to the OMB, would be an appropriate independent tribunal for the right of appeal.

Director and Officer Corporate Composition

9.3 Our client should not have to get permission from the municipal council in order to change its Director and/or Officer composition. Our client is agreeable to provide the Township with any new structure that comes into place, but requiring the Clerks permission in advance is not agreeable to our client. The reasoning for this provision is the same as the points raised above with respect to corporate reorganizations. Such decisions need to happen quickly and expeditiously from a corporate perspective, and imposes an unnecessary layer of prior approval that does not serve a regulatory purposes and interferes with typical corporate governance activities.

Fencing

The fencing provisions, as drafted, do not meet safety and security goals.

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11.1(b), (c) 11.2(f) Three sides of our client's operation are fully enclosed by a 'solid uniform material'. However, the front of our client's operations that faces Dufferin County Road 124 is constructed of a chain-link style fence and has a motorized gate.

Enclosing this front side of the property with a 'solid uniform material' would be making it easier for criminals, or unauthorized vehicles to 'hide' within our client's location. Our client's practice is to keep the front of a property well-lit and openly visible to the public for business reasons but also to deter crime. Requiring all sides to be a solid uniform materials hurts the public safety objective and may endanger Township by-law enforcement and police personnel. We recommend that this obligation be removed from the by-law. Nuisance impacts are governed under the common law and the wording as drafted results in a greater negative impact on public safety.

Our client has also put up a 'trailer fence' inside the existing fence abutting the neighbours to the southwest as an additional noise reduction feature. The trailers are two ¼ inch steel walls which exceed the provincial ministry proposed standards. This consumes valuable working space within the yard, but our client sees the importance of taking measures to help exceed provincial standards.

Security Measures Beyond Fencing

Our client exceeds provincially mandated security measures, including 24/7 live camera monitoring. Our client's cameras not only record all activity, but they have remote personal monitoring of the property and have a 2 way voice communication system to talk with any suspicious person on site to determine any threat. This greatly improves the security of our client's property and those nearby by deterring criminal activity. Our client has a proud history of fully cooperating with the OPP whenever they have had suspicion of unauthorized people that have been on the property.

We might suggest that the Township ask other recycling facilities, on a case-by-case basis to increase their security measures to deter criminal activity where it is an issue.

Operating Hours

11.4 This provision as drafted unnecessarily adversely impacts our client's competitiveness and economic viability.

To stay competitive with other scrap metal recycling operations in the region, our client cannot agree to the newly proposed, more restrictive, hours of operation. Currently our client is allowed to operate Monday through Friday 7am to 7pm and Saturdays from 8am to 5pm. Our client would like those hours to be maintained. Our client agreed to those hours, although more restrictive than they would have liked, during the last by-law review in 2011. Cutting up to 2 hours per day during the week and up to 3 hours on Saturdays is not acceptable to our client. A number of non-scrap metal recycling operations such as a local convenience store and farming operations that could arguably have the same amount of noise or nuisance nearby are not restricted. As well, the new by-law has removed the wording "shipping of material is allowed

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outside of specified processing hours". Removing this sentence further restricts our client's trucks from entering and exiting the facility outside of the specified hours and would urge the wording to be placed back into the by-law. Our client fully agrees with the limiting of truck idling and abides by that rule within its Shelburne location, mobile locations and other recycling yards they own and manage.

Business Records

12.5 We would propose adding an expiry date to this sub section. As an example, the CRA only requires our client to keep financial records for a maximum of 7 years. Holding records / files / etc. indefinitely should not be required. The Township likely has a record retention by-law or policy for this exact reason. It is unfairly and unnecessarily onerous to maintain business records indefinitely. We recommend a reasonable record retention requirement of 3 years.

12.6 The wording in this section restricts our client from sharing certain files with anyone other than a Police Officer, Clerk or Law Enforcement official. Business records kept by our client should be shareable with anyone of our client's choosing.

Our client appreciates and agrees with maintaining records for the purposes of police enforcement and has always been a willing partner with law enforcement. The provision as drafted would in practice hurt the goal of maintaining records for this desired result.

The requirement to maintain computer systems on premises is inconsistent with modern business practices and the goal of securing and protecting business records. This section also poses some problems for our client and likely many others because modern computer systems no longer commonly hold data files on premises. It is the modern computing practice to store data in accessible servers instead of the historical "on prem" arrangements. Instead, a remote desktop connection to our client's off-site database is used. This 'cloud' system is in place for a number of business reasons such as saving money on computer and technology hardware, fraud prevention and accounting purposes. With our client's current system, each of its recycling yards can keep connected with live accounting information, inventory values and it secures their customer information. If a criminal stole any desktop computer systems, they do not contain any locally accessible computer files with customer information, etc. as that is remotely stored. This system also prevents data loss in the case of a fire or other such catastrophic damage.

Vehicle VINs and Parts Identification

12.7 We agree with the wording that relates to a vehicle's VINs as our client already checks ID to match the ownership of scraped vehicles. However, proving ownership of a 'vehicle part' is not possible. Our client would never knowingly purchase any material that they have reason to believe is stolen, but to 'observe proof that the person selling the vehicle or vehicle part is the lawful owner' is simply not possible for our client. Part of detecting and preventing the purchase of stolen items is the recording of names, license plates, and taking video footage of person(s) selling, which is remotely monitored and stored by our client. This monitoring by our client is not

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an off the shelf camera set up for just a few hundred dollars. Our client has spent 10's of thousands of dollars plus live monitoring fees in excess of \$3000 per month to provide the safest and most secure salvage yard north of Toronto. We understand from our client that no other yard in the county is using this level of security likely because of its high initial cost but the value it brings is very high in the long term.

VIN obliterated or mutilated

12.8 We question whether police services being informed of this part of the by-law is necessary because it imposes a significant cost on police services and a drain on resources particularly if emergency situations requiring police resources occur. We submit that it is unnecessary.

Our client obtains vehicles on occasion that no longer have a VIN plate attached such as an old vehicle that has been rusting in a farmer's field or vehicles that will on occasion be built from several other old scrap vehicles (some demo derby cars as an example). Requiring our client to give a written notice to a police officer 24 hours in advance of purchasing the vehicle is not efficient for our client's business nor good use of a police officer's time to approve.

13.1 & 13.2 Our client has no opposition to a police officer inspecting any of the scrap vehicles (or any scrap material) it obtains, but our client simply does not have enough space to put a 7 day holding period on any vehicles they accept into the yard.

Offences and Administrative Penalties

19.2 & 20.2 We are concerned that as drafted, the by-law may be erroneously interpreted to provide for an offence and an administrative penalty for the same contravention. As the Township is likely aware, pursuant to subsection 434.1(4) of the *Municipal Act, 2001* a person cannot be charged for an administrative penalty and also charged for an offence for the same contravention. As drafted, the by-law appears to provide that an individual would be charged an administrative penalty and charged with an offence for the same contravention. This is not permissible under the provisions of the *Municipal Act, 2001*. We recommend that either the penalty or offence provision be removed.

Conclusion

In conclusion, our client is happy to work with the Township on their Salvage By-law and hopes to do so in a constructive and cooperative manner that allows them to continue to improve their business, hire local residents to work onsite and in their trucking division and to continue to invest in its operations.

Our client has greatly improved its recycling yard since purchasing the business by putting in two new structures for car dismantling in a safe and environmentally sound manner and the other shop allows them to maintain their fleet of vehicles. Our client has also recently installed a shear-baler at a cost of over one million dollars. New signage has also been installed which helps support local events and charities in addition to promoting its business.

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We appreciate the Township and its staff may need additional time to consider the above noted comments. We therefore request that the Township defers the introduction of this By-law and provide our client and others who may have concerns additional time to work with staff to have a by-law that meets the Town's regulatory goals, without imposing inappropriate and unworkable regulatory obligations.

Yours truly,

AIRD & BERLIS LLP



Ajay Gajaria
AG:tp

Encl. October 22, 2019 Letter from Cowan re: insurance

Cc: Client

37696525.3

AIRD BERLIS



October 22, 2019

Derick Lehmann
SL Marketing Inc.
517006 County Road 124
Melancthon, ON L9V 2T8

Policy Description:	Commercial
Policy Number:	CBC 0651963
Insurance Company:	Northbridge General Ins Corp
Policy Term:	November 30, 2018 to November 30, 2019

RE: Melancthon By-Law Number -2019 Salvage Yard By-Law

Dear Derick:

The attached insurance requirements were sent to Northbridge Insurance Company for review:

Under review of clause 7.5(d)-the insurer has provided the following comment:

"We will not agree to this as the wording/language is too broad (ie: terms "whatsoever", "all losses", "any") and negligent acts would not be covered."

Trusting this is satisfactory.

Yours truly,

A handwritten signature in black ink that reads "Sandra Hughes".

Sandra Hughes, CAIB, CIP
Commercial Account Representative



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525
Fax No. - (519) 925-1110

Website: www.melancthontownship.ca
Email: info@melancthontownship.ca

October 7, 2019

Sent by Registered Mail

2133962 Ontario Inc.
Shelburne Iron and Metal
517006 County Road 124
Melancthon, Ontario
L9V 2T8

Dear Sirs:

Re: Draft New Salvage Yard By-law

Enclosed please find a draft copy of the Township of Melancthon's New Salvage Yard By-law which has been drafted by the Township Council. The final draft of the By-law was reviewed at the Committee of the Whole meeting on October 3, 2019 and direction given to Staff to circulate the draft By-law and set up a Public Meeting.

The Public Meeting has been scheduled for Thursday, November 7, 2019 at 6:00 p.m. at the Municipal Office in the Council Chambers. Council is requesting that comments, questions or concerns regarding the draft By-law be submitted in writing prior to the Public Meeting so that they can be included in the Agenda Package. The deadline for correspondence will be Thursday, October 31, 2019 at 12 noon.

Should you have any questions, please do not hesitate to contact me.

Yours truly,

Denise B. Holmes, AMCT
CAO/Clerk

Encl.

**NOTICE OF A PUBLIC MEETING
TO INFORM THE PUBLIC OF A PROPOSED
ZONING BY-LAW AMENDMENT**

COMPLETE APPLICATION

TAKE NOTICE that Council for the Township of Melancthon has reviewed zone regulations from other jurisdictions regarding the regulation of cannabis production facilities and has prepared a draft zoning by-law amendment to define and regulate such uses.

AND PURSUANT to Section 34 (10) of the Planning Act, the application file is available for review at the Municipal Office. Please contact the Municipal Clerk to arrange to review this file.

NOTICE OF PUBLIC MEETING WITH COUNCIL

TAKE NOTICE that the Council for The Corporation of the Township of Melancthon will be holding a public meeting under Section 34 of the Planning Act, R.S.O. 1990, c.P. 13 as amended, to allow the public to comment on the proposed Zoning By-law Amendment.

DATE AND LOCATION OF PUBLIC MEETING

Date: Thursday, November 7, 2019
Time: 7:00 p.m.
Location: Township of Melancthon Municipal Office (Council Chambers)

DETAILS OF THE ZONING BY-LAW AMENDMENT

The purpose of the proposed by-law is to amend the Restricted Area (Zoning) By-Law No. 12-79 as amended to define and regulate cannabis facilities in the Township's Zoning By-law.

FURTHER INFORMATION AND MAP OF LAND SUBJECT TO THE APPLICATION

A draft Zoning By-law Amendment has been prepared and is available for public review by contacting the Township office. This amendment would apply to the entire Township and therefore a key map has not been provided.

The purpose of this meeting is to ensure that sufficient information is made available to enable the public to generally understand the proposed Zoning By-law Amendment. Any person who attends the meeting shall be afforded an opportunity to make representations in respect of the proposed amendment.

If you wish to be notified of the decision of the Council for the Corporation of the Township of Melancthon in respect to the proposed Zoning By-law Amendment, you must submit a written request (with forwarding addresses) to the Clerk of the Township of Melancthon at 157101 Highway 10, Melancthon, Ontario, L9V 2E6 fax (519) 925-1110

If a person or public body files an appeal of a decision of the Council for the Corporation of the Township of Melancthon, as the approval authority in respect of the proposed Zoning By-law Amendment, but does not make oral submissions at a public meeting or make written submissions to Council before the proposed amendment is approved or refused, the Local Planning Appeal Tribunal may dismiss all or part of the appeal.

Further information regarding the proposed amendment is available to the public for inspection at the Township of Melancthon Municipal Office on Monday to Friday, between the hours of 8:30 a.m. and 4:30 p.m.

Mailing Date of this Notice: October 9, 2019

Denise B. Holmes, AMCT
CAO/Clerk
Township of Melancthon

DEL # 3
NOV - 7 2019

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON
BY-LAW NO. _____
(Cannabis Facility Definition and Regulation – September 13, 2019)

Being a By-law to amend By-law No. 12-79, as amended, the Zoning By-law for the Township of Melancthon to define and regulate cannabis facilities

WHEREAS the Council of the Corporation of the Township of Melancthon is empowered to pass By-laws to regulate the use of land pursuant to Section 34 of the Planning Act, 1990;

AND WHEREAS Council of the Corporation of the Township of Melancthon wishes to update the definitions and regulations governing cannabis facilities;

AND WHEREAS the Council of the Corporation of the Township of Melancthon deems it advisable to amend By-Law 12-79, as amended;

NOW THEREFORE the Council of the Corporation of the Township of Melancthon enacts as follows:

1. Zoning By-law 12-79 as amended, is further amended in the following manner:

a) Sub-section 2.50a is deleted.

b) Section 2 is amended by adding the following new definitions after sub-section 2.10:

2.10a Cannabis means:

- i. A Cannabis plant;
- ii. Any part of a cannabis plant, including the phytocannabinoids produced by, or found in, such a plant, regardless of whether that part has been processed or not;
- iii. any substance or mixture of substances that contains or has on it any part of such a plant; and
- iv. any substance that is identical to any phytocannabinoid produced by, or found in, such a plant, regardless of how the substance was obtained.

2.10b Cannabis Plant means a plant that belongs to the genus "Cannabis".

2.10c Cannabis Facility means a building or buildings, designed, used, or intended to be used in an accessory manner to the outdoor growing of cannabis for one or more of the following: cultivation, growing, cloning, propagation, production, processing, harvesting, testing, alteration, destruction, storage, packaging, shipment or distribution of cannabis where a license, permit or authorization has been issued under applicable federal law but does not include a building or part thereof solely designed, used, or intended to be used for the retail sale of cannabis.

c) Section 3 is amended by adding the following new sub-section after sub-section 3.23:

3.24 Cannabis Facilities

Notwithstanding the permitted uses and regulations of the Agricultural (A1) Zone, where a lot is authorized by Federal license for the outdoor growing of cannabis, a Cannabis Facility shall be a permitted use in the A1 Zone, subject to the following regulations:

- | | |
|--|----------------------------|
| i. Minimum Lot Area: | 40 ha |
| ii. Minimum Lot Frontage: | 150 metres |
| iii. Minimum Setback from any Lot Line: | 15 metres |
| iv. Minimum Separation from any building on a separate parcel: | 300 metres |
| v. Minimum Separation from another Cannabis Facility (separate lot): | 2,000 metres |
| vi. Maximum Lot Coverage of all buildings and structures: | 5% |
| vii. Minimum Lot Area utilized for outdoor growing of cannabis | 20 ha |
| viii. Minimum Parking Requirement: | 1 space/250 m ² |

Any lands utilized for the outdoor growing of Cannabis and/or a Cannabis Facility shall be subject to site plan control.

2. In all other respects, the provisions of By-law 12-79, as amended shall apply.

This By-law shall come into effect upon the date of passage hereof, subject to the provisions of Section 34 (30) and (31) of the Planning Act (Ontario).

READ A FIRST AND SECOND TIME on the xxth day of xxx 2019.

READ A THIRD TIME and finally passed this xxth day of xxx 2019.

Mayor

Clerk

Draft



1078 Bruce Road 12, P.O. Box 150, Formosa ON Canada N0G 1W0
Tel 519-367-3040, Fax 519-367-3041, publicinfo@svca.on.ca, www.svca.on.ca

SENT ELECTRONICALLY ONLY (dholmes@melancthontownship.ca)

October 30, 2019

Township of Melancthon
157101 Highway 10
Melancthon, Ontario
L9V 2E6

ATTENTION: Denise B. Holmes, CAO/Clerk

Dear Ms. Holmes,

RE: Proposed Zoning By-law Amendment
Township of Melancthon

Saugeen Valley Conservation Authority (SVCA) staff has reviewed the proposed zoning by-law amendment in accordance with the SVCA's mandate, the Saugeen Valley Conservation Authority Environmental Planning and Regulations Policies Manual, amended October 16, 2018, and the Memorandum of Agreement between the Authority and the Township of Melancthon relating to Plan Review. The purpose of the proposed zoning by-law amendment is to amend the Restricted Area (Zoning) By-law No. 12-79, as amended to define and regulate cannabis facilities in the Township's Zoning By-law.

Generally, the proposed zoning by-law amendment is acceptable to SVCA staff.

Please be advised that SVCA staff do not have any natural hazard or natural heritage concerns relating to the proposed amendment.

The SVCA would appreciate receiving a copy of the decision to the application. We trust this information is helpful. Should questions arise, please do not hesitate to contact this office.

Sincerely,

Michael Oberle
Environmental Planning Technician
Saugeen Conservation
MO/



Watershed Member Municipalities

Municipality of Arran-Elderslie, Municipality of Brockton, Township of Chatsworth, Municipality of Grey Highlands,
Town of Hanover, Township of Howick, Municipality of Morris-Turnberry, Municipality of South Bruce,
Township of Huron-Kinloss, Municipality of Kincardine, Town of Minto, Township of Wellington North,
Town of Saugeen Shores, Township of Southgate, Municipality of West Grey